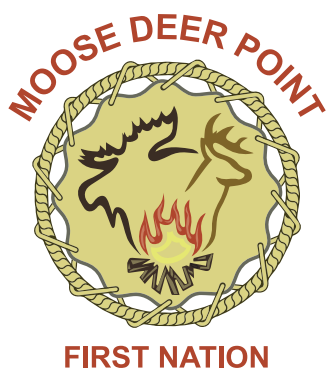


MOOSE DEER POINT FIRST NATION

COMMUNITY ECONOMIC DEVELOPMENT

STRATEGIC PLAN



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I hereby certify that this plan was prepared by a Registered Professional Planner, within the meaning of the Ontario Professional Planners Institute Act, 1994.

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PREFACE

There is an unfortunate irony to finalizing a report on community economic development during the second quarter of 2020. We are still in the midst of the global Coronavirus Disease 2019 (COVID-19) pandemic. It has taken a toll, not only of those who have succumbed, but on the friends and family of those who remain. We extend our thoughts and our prayers to those who have passed away, to those who are still suffering, as well as those who are providing relief, assistance, and leadership during this crisis.

Due to the ease of international travel, the human vector for this contagion has quickly spread it to the major economic regions of the world. In a belated attempt to curtail the virulence each national government, according to their own judgment, have shut down various facets of their local societies. The result has been that global economic activity, which had shown signs of slowing already, has been plunged into a sharp economic recession.

For Moose Deer Point First Nation, the impact is mixed. While one driver of economic activity, the tourist season, appears as if it may be delayed, perhaps curtailed, or even postponed, another driver, the manufacturing facility at MDP, is running at full capacity. It is making plastic pre-forms for hand-sanitizer bottles. This is an immediate example of a community economic development principle: “diversify your portfolio” (see 3.2 Principles #6). In other words, don’t put all your eggs in one basket. Just as a healthy ecosystem needs a diversity of plants and animals to circulate nutrients, a healthy economy needs a diversity of job options to circulate money.

As with other disease epidemics, COVID-19 will eventually weaken, our health will recover, and social life will resume. What is less certain is how and when economic activity will restart. When it does, will the environmental and public health lessons we have learned affect business decisions? Will the way we conduct economic activity at the international, national, regional, and community level be changed? The opportunity to do things better has certainly been offered to us.

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1 THE ECONOMIC PROSPECTS FOR MOOSE DEER POINT FIRST NATION

1.1 THE OUTLOOK

The economic prospects for Moose Deer Point (MDP) look good. Its natural setting and location within the surrounding ecologic and economic region work to its advantage. It has a long history of business ventures and entrepreneurialism. Folks here are eager for new opportunities, both personally and as a community. Its Youth, like those everywhere, seek greater excitement and job opportunities elsewhere. Yet they have a great fondness for MDP. This fact and their own preparations for the future are two assets that can be tapped into. MDP jurisdiction as a First Nation puts it in a position to provide its members access to programme and funding options that can enhance education, training, and business development support. Moose Deer Point is located in the middle of a 1.5-billion-dollar tourist economy. Based on population, MDPs fair share of this “pie” is close to 4 million dollars annually. The trick for MDP is to capture this fair share while not losing its unique identity or failing to address other issues vital to sustaining an economy for its members.

1.2 THE CONTEXT

MDP is part of the Highway 400 corridor on the west side of the Muskoka-Parry Sound region, and is connected to it by Twelve Mile Bay Road. This provides the physical link to the region. The market consists of two segments: temporary visitors and intermediate cottagers. Visitors to the area mostly come for the outdoors and to visit family & friends. They spend a lot, but the bulk of their purchases are for food & beverages, accommodation, and transportation. Cottagers, on the other hand, come for longer, have more varied activities, and have different purchasing habits. A majority go to restaurants & bars; they boat, canoe & kayak, like to hike/walk/jog, attend festivals & events, visit parks & beaches, libraries, and go fishing. They spend money on weekly necessities such as groceries & beverages, marine & auto services, and entertainment. Major purchases involve construction & renovations, plus landscaping; as well as boats, PWC, cars & RVs. MDP is in a position to secure a greater portion of these expenditures by appealing to the activities of cottagers and tying them to the interests of visitors.

Ecologically, MDP is in a unique position. The current level of development in Muskoka puts the Region on the edge of sustainability. By itself, it lives within its means, but by adding cottagers to the mix each year it goes into a small ecological deficit. However, MDP survives on the eastern shores of Georgian Bay. This area is more rugged and less developed than other parts of Muskoka. The impact of the permanent and visiting population is well within its ecological limits. This provides MDP with a unique opportunity for growth. It can expand its economic activity without violating its ecologic capacity. If that development is done responsibly, the opportunities can be extended even further.

Employment of MDP members is typical for its location and its jurisdiction. Like other coastal communities, the types of jobs available are limited. However, the level of employment in those jobs meets or exceeds provincial rates. Two examples from Statistics Canada data are transportation and administrative support. Inland communities have more varied job types, though employment

rates are not always at provincial levels. Like similar First Nations in the area, MDP has a comparable concentration in public administration, construction, educational services, health care & social services, and retail. At a regional level, MDP has a similar number of job categories that exceed provincial employment rates as the Districts. Two distinct trends stand out. First, MDP shares the same strength in construction jobs as its neighbours. Across the region all jurisdictions exceed the provincial average in the construction category. Second, MDP has the singular distinction of holding the same employment level in manufacturing as the province as a whole. None of the other eleven jurisdictions examined along the Hwy 400 corridor can say this. Indeed, in terms of shifting employment patterns the provincial trend in manufacturing has been downward, but not at MDP.

While changes in industry had some effect, MDP has followed the provincial trend by adding new jobs in the Retail, Transportation & Warehousing, Administrative support & Waste management / remediation, and Education sectors. However, employment at MDP appears to be less tied to provincial trends than it is to local effects. In other words, the decisions that MDP makes has the greatest impact on jobs.

1.3 THE READINESS

As part of this study, MDP undertook a community survey. The results are encouraging. Though unemployment is above average, most adults at MDP work. Most have some post-secondary education. Self-employment is comparable to the provincial average and many have their own business. Over half work On-reserve, with 56% of those in service to the community. Over one-third work Off-reserve, and some do both. The number of job types that people are employed in approached double those indicated by the federal census.

MDP is ready to tackle new opportunities. There was an overlap between those who had a favourite past work experience, their current job interest, and the training needs they had. It was under a third of those who responded, but the correlation between job interests and training was even higher at 40%. Entrepreneurial Interest exceeded 50% and in a variety of fields such as creative endeavours, retail, food, vehicles, the outdoors, construction, and providing services. Members of the community have a vast pool of life experience in physical, social, creative, mental, and spiritual skills, hobbies, and interests.

While some people indicated that they leave the community for reasons of sports, recreation, volunteering, church and medical/professional services, a majority would like to see more events within the community. They are particularly interested in MDP traditions, recreation, health & sports, as well as family and educational activities. What people wish for MDP most often is developing a greater sense of unity, solving infrastructure problems, and dealing with governance issues.

The community's youth was also surveyed. All of them were in school and the vast majority were interested in furthering their education through the trades, colleges, or university. Most thought they might leave MDP, largely for work or to overcome a sense of isolation. The reasons that would entice them back were family, the character of MDP itself, or housing.

The types of jobs that youth were interested in encompassed skilled physical labour, service and retail, protective services, health and social sectors, and the professions. The interests of youth were largely outdoor activities, followed by personal pursuits, and sports. While almost two-thirds left the community to engage in these, less than one-third wanted them in the community. In terms of the community itself, the youth are most appreciative of its location, sense of community, and the

facilities it offers. What disturbs them the most are the social disruptions that come from a lack of respect within the community and the addiction struggles of some of its members. Also, they want the improvement of its amenities to make MDP an even better place to live.

1.4 THE PLAN

MDP is in a unique position. It is “on the edge of things”, geographically, culturally, politically, and economically. Thus, it has always gone its own way. MDP has honoured many of its traditional ways, but without over-thinking them or talking about them too much. Yet, when given the chance, the community is quite willing to embrace initiatives that will enhance its jurisdiction and sovereignty.

It is in this spirit that the possibilities for community economic development are laid out in this plan. It is designed to give voice to the economic aspirations of the people of Moose Deer Point First Nation. It is based on the existing statements of community vision, principles, and priorities. It is supported by an analysis of those documents and several in-depth surveys of current community opinions and information. It is bolstered by the diagnostic review of publicly available statistics and reports. It is laid out to indicate “who will do what by when”. This will provide a basis for monitoring efforts to fulfill the plan, and evaluating its success. In other words, it is not simply a plan, but a strategic one.

2

FOUNDATION OF THE ECONOMIC DEVELOPMENT INITIATIVE

2.1 MOOSE DEER POINT VISION STATEMENT

Proudly Working Together to Build a Prosperous and Healthy Environment that Promotes Independence; Honours and Respects Our Values, and Enhances Our Way of Life

2.2 DECLARATION OF POTTAWATOMI PRINCIPLES

We, the Pottawatomi Anishnaabek of the Moose Deer Point First Nation, solemnly declare that the Creator placed us here, on this Earth, and we carry the truth of this land in our hearts. The knowledge of Mother Earth flows through our veins.

We are Mgizi (Eagle clan), Nme (Sturgeon clan), Nmebin (Sucker Fish clan) and Mkwa (Bear clan); descendants of the sovereign Pottawatomi Nation whose traditional territories include parts of the current American states of Wisconsin, Michigan, Indiana, Illinois and Ohio and the Canadian province of Ontario.

As Pottawatomi Anishinaabek we are the 'Keepers of the Sacred Fire' for the Council of Three Fires Confederacy, and as such have special sacred responsibilities to preserve our culture and our lands.

Our Creator and the memory of our ancestors dwell in all the places of our homelands, as they always have and will for time immemorial.

Our ancestors teach us through our oral traditions that all things on earth are connected in the web of life and these sacred teachings will guide all of our activities, now and in the future.

We were placed on this earth by the Creator to live in balance and harmony with our world and to act as stewards and custodians of the land and the natural environment. We know that our survival is dependent on our coexistence with the other species and we recognize that crimes against our environment are crimes against us as a people.

Our children have a right to a healthy, sustainable future, free of environmental degradation. In the spirit of our ancestors, we call upon all the inhabitants of Mother Earth to sustain themselves in a respectful manner, to ensure the survival of future generations.

We reaffirm our commitment to live under the natural laws of the Creator that govern Creation and maintain balance between all forms of life. We are thankful to the will of the Creator and to the sustenance of Mother Earth that we have survived.

The protection of Earth's vitality, diversity, and beauty is our sacred trust.

2.3 PURPOSE

"Securing sustainable livelihoods for Moose Deer Point"



The “Vision Statement”, “Declaration of Pottawatomini Principles”, and “Purpose” stated above undergird the economic development initiative. This current plan should be seen as an expression of them, and as operating under them. The paths towards further community economic development for MDP are found in the themes, principles, goals and targets, tasks and timelines of this section.

3.1 THEMES

The following community economic development themes were derived from the analysis of MDP’s Community Visioning and Chief & Council Strategic Thinking documentsⁱⁱⁱ. They are topic categories that help summarise the priorities expressed by the community and its leadership. They were then vetted through the CED Committee and discussions with the EDO and Administrator:

1. Cultural Tourism
2. Enterprises/Ventures
3. Training
4. Planning/Infrastructure
5. Housing

3.2 PRINCIPLES

The recommendations of this plan follow these principles:

1. Community Development - Economic activity is for people, not the other way around. Enlist the inherent wisdom that people have about their community to understand the potential to create new ventures and jobs.
2. Economic Analysis - Most business development comes from within. The community can help itself by diagnosing the local economy to know which aspects can create new ventures and jobs.
3. Location - Location, location, location... let the Land speak about its vitality, not just to sustain life but to create new ventures and jobs.
4. Asset Enhancement - Use what you’ve got, rather than what you’ve not. Focus on the community’s current strengths to create new ventures and jobs.
5. Liability Transformation - Turn lemons into lemonade. Take the community’s challenges and seek out the opportunity to create new ventures and jobs.
6. Diversify - Don’t put all your eggs in one basket. Search for as many options as are feasible to create new ventures and jobs.
7. Strategize - Who will do what by when. Select specific priorities from stated aspirations and assign specific responsibility for specific tasks to be completed by specific dates to create new ventures and jobs.

3.3 GOALS AND TARGETS

The following goals were created out of the community economic development Themes listed in section 3.1. To help fulfill these goals, each has one or more targets. Like the themes, these targets also came out of the community’s strategic documents. They were either listed directly as a priority or they were a summary of several priorities. Each target has been grouped under an appropriate goal, and has been written as something to aim for or achieve. The bold, italicised items are especially significant as they were prominent in the SWOT analysis.

3.3.1 GOAL 1: SHOWCASE MDP’S CULTURAL HERITAGE AS THE BASIS FOR TOURISM

TARGETS:

1. Organise one cultural education session per season
 - Pottawatomini Cultural/History training, workshops, museum
 - Traditional Teachings (7 Grandfathers, clan, fasting, medicines)
 - Ojibwe Language Programme & Camp
2. Organize one cultural event per year
 - Drumming & Dancing, Socials & Powwows
 - Crafts/Teachings (beading, basket making, moccasins, moss bags, cradle boards, quill boxes, regalia)
 - Traditional Cooking
 - Research feasibility of a marketing MDP as a Cultural Experience destination
 - Experiential Lodging/Camping
 - Restaurant
 - Fishing guides
 - Trails: medicine (harvesting sweet grass, birch bark); nature (hiking/skiing); recreation (ATV)

3.3.2 GOAL 2: EXPLORE OPPORTUNITIES FOR NEW VENTURES AND ENTERPRISES

TARGETS:

1. List all MDP businesses on Website
2. Develop Entrepreneur Support programme
3. Research Retail options
 - (convenience, pharmacy, bakery, craft, book, grocery, coffee, garage, gas, hair salon, spa, car wash, sports bar, pool hall)
4. Research Cannabis
5. Research food security
6. Strategize future options for Niigon
7. Strategize Marina Business Development Plan
8. Create MDP Economic Development Corporation

3.3.3 GOAL 3: DEVELOP A WORKFORCE THAT SUPPORTS MDP'S ASPIRATIONS

TARGETS:

1. Conduct Labour Market Study
2. Create an On-reserve Career Counselling programme

3.3.4 GOAL 4: IMPROVE INFRASTRUCTURE OPTIONS AS A FOUNDATION FOR CED

TARGETS:

1. Study feasibility of a transit van
 - medical/shopping/events
2. Secure funding for New Community Centre
 - Elders lounge, library, museum, training centre, cultural grounds
3. Organise community distribution of broadband internet
4. Lobby service providers for better cell coverage

5. Research waste management options
 - Recycling of wastes that municipality will remove
 - Backyard Composting
6. Update Community Energy Plan
7. Integrate available land options with business intentions
 - Zoning, Subdivision on Isaac Bay, Sidewalks/Boardwalks, Streetlights, Three Way Stop at Office Forks, Safer roads (speed bumps, caution signs), Paved Roads (upgraded/maintenance/plow), Road Signs
8. Study feasibility of Sewage Treatment Plant

3.3.5 GOAL 5: INVESTIGATE HOUSING NEEDS TO SUPPORT CED

TARGETS:

1. Conduct Population Forecast
1. Conduct study of housing needs and options
 - to determine need for apartments, temporary housing,
 - Elders complex

3.4 TASKS AND TIMELINE

To achieve these targets, it will be necessary to accomplish the following tasks. The date is the anticipated time by which the task is to be accomplished. The colour-code attached to the date indicates the term of that task, i.e., short, medium, or long. The tables themselves will list each task to be accomplished underneath the appropriate target. Each target to be achieved will be located under their associated goal. Each goal that is fulfilled helps to implement the plan.

TERM	SHORT	MEDIUM	LONG	ONGOING
Due Date	3 months	1 year	3 years	Now+

GOAL:		
Target:	who - task	Date
	who - task	Date
Target:	who - task	Date
	who - task	Date
Target:	who - task	Date

3.5 MONITORING AND EVALUATION

The “due” dates provide an actual timeframe within which to monitor the plan. Every three/four months the Community Economic Development Committee will review the CED Strategic Plan to see which tasks have been accomplished. This regular monitoring will evaluate the level of completion of each task, the specific reasons for that level of completion, the re-assessment of the validity of the task itself, if necessary, to re-assign who is responsible for the task, and to determine a new timeframe for completion. (see Appendix A for M&E worksheets)

3.3.1 GOAL 1: SHOWCASE MDPS CULTURAL HERITAGE AS THE BASIS FOR TOURISM		
Target 1: Organize one cultural education session per season		
	EDO – seeking funding to support cultural revitalisation	ongoing
	Create a culture sub-committee:	Late-Fall 2020
	-- reports back to CED committee	
	-- creates list of topics, speakers, and dates	
	-- promote sessions	
	EDO -- contacts speakers and arranges venues	ongoing
	Head of culture sub-committee -- stays in touch with programme staff to avoid duplication	ongoing
Target 2: Organize one cultural event per year		
	Culture sub-committee identifies:	Late-Spring 2021
	- event	
	- theme	
	- partners	
	EDO -- contacts presenters and arranges venues	ongoing
Target 3: Research feasibility of marketing MDP as a “Cultural Experience” destination		
	EDO – creates an MDP Cultural Experience Committee:	Early-Fall 2020
	Sets terms of reference	
	Organize meeting, actions, timelines, etc.	
	“MDP Ex” Committee – prepares brief explaining the concept:	Early-Winter 2021
	Experiential Lodging/Camping	
	- Restaurant	
	- Fishing guides	
	- Trails: medicine; nature; recreation	
	EDO – presents concept to the community:	Early-Spring 2021
	Community meeting, online, etc.	

3.3.2 GOAL 2: EXPLORE OPPORTUNITIES FOR NEW VENTURES AND ENTERPRISES		
Target 1: List all MDP businesses on Website		
	MDP webmaster – creates appealing business page	Mid-Summer 2020
	EDO – vets viability of all On-reserve businesses (see Target 2)	ongoing
	EDO – offers space on MDP website to all On & Off-reserve businesses	Mid-Summer 2020
	EDO – conduct survey of Off-reserve members regarding CED at MDP	Mid-Summer 2020
Target 2: Develop Entrepreneur Support programme		
	EDO – facilitate round-tables(2x/yr) with On & Off-reserve businesses	Fall 2021
	EDO – arrange for business plan training, e.g., OTC	Fall 2021
	EDO – arrange for funder, e.g., Waubetek	Fall 2021
	C&C and Lands – create guidelines for business applicants	2022
Target 3: Research Retail options		
	EDO – co-ordinate update of 1999 MDP Retail Feasibility Study	Summer 2021
	EDO – prepare RFP re gas/charging station/coffee/bakery	Summer 2021
Target 4: Research Cannabis		
	EDO – finalise community engagement schedule with consultant	Summer 2021
	Consultant – provide options	Summer 2021
Target 5: Research Food Security		
	EDO – discuss aqua-culture parameters with Waubetek	Summer 2020
	EDO – discuss food project parameters with Enactus	Summer 2020
	EDO – organize community garden/greenhouse meeting with interested members	Late-Summer 2020
Target 6: Strategize future options for Niigon		
	EDO – prepare funding proposal for a feasibility study	Summer 2020
Target 7: Strategize Marina Business Development plan		
	EDO – prepare funding proposal for a B.P. update and Environmental Assessment	Summer 2020
	EDO – co-ordinate B.P. & E.A. outcome with “MDP Cultural Experience”	ongoing
Target 8: Create MDP Economic Development Corporation		
	EDO – prepare funding proposal for a B.P. update and Environmental Assessment	Fall 2020

3.3.3 GOAL 3: DEVELOP A WORKFORCE THAT SUPPORTS MDP'S ASPIRATIONS		
Target 1: Conduct a Labour Market Study		
	EDO – seeks funding for LMS	Winter 2021
Target 2: Create an On-reserve Career Counselling programme		
	EDO & Education Councillor – create skill evaluation method	Fall 2021
	EDO & Education Councillor – evaluate work experiences, job interests, and training needs <ul style="list-style-type: none"> match skills of MDP members and MDP job requirements 	Fall 2021

3.3.4 GOAL 4: IMPROVE INFRASTRUCTURE OPTIONS AS A FOUNDATION FOR CED		
Target 1: Study feasibility of a Transit Van		
	Programme Team – review demand for transportation	Late-Summer 2020
	Administrator -- propose regular transit service to town(s)	Mid-Fall 2020
Target 2: Secure funding for New Community Centre		
	C&C – facilitate community regarding design and uses	Winter 2021
Target 3: Organise community distribution of broadband internet		
	EDO & Administrator -- submit funding proposal for feasibility study	Mid-Summer 2020
Target 4: Lobby service providers for better cell coverage		
	Administrator – discuss poor phone service with providers	ongoing
Target 5: Research waste management options		
	EDO – submit funding proposal for Waste Management Study	DONE
	EDO – find funding for Waste Management Plan	Winter 2021
	EDO – write RFP for Waste Management Plan	Spring 2021
Target 6: Update Community Energy Plan		
	CES & Administrator -- submit funding proposal for update	Spring 2021
	CES & Administrator – include assessment of phase-3 requirements for com. bldg. & businesses	Spring 2021
Target 7: Integrate available land options with business intentions		
	Administrator & Lands – create RFP for revision of LUP	2022
	Lands -- update Land-use Plan	2022
Target 8: Study feasibility of Sewage Treatment Plant		
	C&C, Administrator, & Lands – create RFP for study that reflects LUP update	Late-Summer 2022

3.3.5 GOAL 5: INVESTIGATE HOUSING NEEDS TO SUPPORT CED		
Target 1: Conduct On-reserve Population Forecast		
	Administrator – provide current figures for an updated population projection	Mid-Summer 2020
Target 2: Conduct study of housing needs and options		
	EDO – find funding for Housing Study	Winter 2021
	Administrator &/or Lands – prepare an RFP for housing needs	Early-Summer 2021

3.6 SCHEDULING

It should be noted that some of the activities outlined above have a funding “trigger”. Thus, work on these priorities can only begin once the proposals have been approved by the funding agency.

The general sequencing of the Targets has placed the more straightforward ones first, leaving the more complex ones to later in the list. An exception to this may be the Target of a Sewage Treatment Plant. It can only be justified on the basis of residential and business prospects. An assessment of these are Tasks under other Targets or Goals, such as a Housing Study, an update of the Retail Feasibility Study, and the update of the Land-use Plan. All three of these will rely on a fourth Task, that of a current population forecast.

Also, the viability of the Goal for an MDP Cultural Experience will depend on Workforce Training and Infrastructure Improvement. These are worthy Goals in and of themselves, but the specific training and infrastructure requirements for the Cultural Experience will need to be assessed during the feasibility research of this priority.

Some of the Tasks in this Plan are similar to volunteer or staff activities that currently exist. One is the proposed cultural training. Since it will be designed to create a common understanding of MDP heritage that can be shared with visitors, will go beyond what we are currently doing. However, it is not meant to replace them, but to supplement them in a way that supports the economic development of the community. Opportunities for collaboration will be sought to enhance these efforts.

4 BACKGROUND

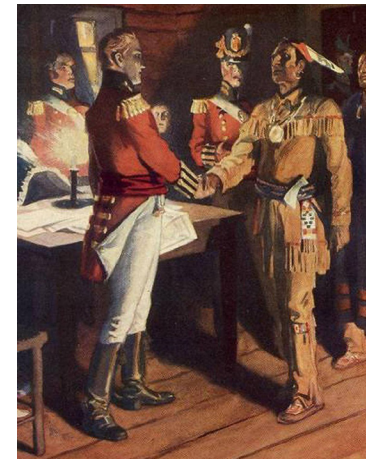
4.1 MDP PROFILE

Moose Deer Point is a small First Nation located along the eastern shore of Georgian Bay in Ontario. There are approximately 200 people who live here, 139 of whom have Status according to the Indian Act. In total there are 504 status members, but more than 70% of them live “Off-Reserve”. New opportunities have given us a reason to remain and a chance to return. There is an increasing recognition of the necessity to protect and cherish the land upon which we live. There are new tools to help us monitor and evaluate our impact and create sustainable livelihoods.

We are descendants of the people who moved to this part of Turtle Island in the 1830s. Our original homeland included parts of the current American states of Wisconsin, Michigan, Indiana, Illinois and Ohio (image ^{iv}). After the American Revolution ended in 1783, Settlers began to colonise Indian Lands in what is now the Midwestern United States. As the Settlers pushed the Indigenous populations further west, some groups were invited to stay in the traditional territory of other tribes and many began to live together in the same villages. But tension soon arose between those who were more accommodating of the American presence and those who were more traditionalist. However, a Native Confederacy did emerge to stop the American expansion, with the Shawnee leader Tecumseh (image^v) rising to prominence by 1808.



Figure 1: Ancestral Lands pre-1783



The full extent of the confederacy may have included the: Lenape, Shawnee, Miami, Wea, Kickapoo, Piankeshaw, Sauk, Wyandot, Fox, Winnebago, Odawa, Mingo, Seneca, Chickamauga, Ojibwe/Chippewa, Mascouten, and the Potawatomi. Many First Nations, including those of the Confederacy, supported the British cause during the War of 1812. While Americans, Canadians, and Brits still quibble over who won the war, most scholars agree that it was the Native peoples who ‘lost the war’. Their interests were set aside for the interests of peace and trade.

Figure 2: Major-General Sir Isaac Brock greets War Chief Tecumseh

None-the- less, the Pottawatomi were invited to Canada in the 1830s, as Allies of the Crown. The original families of Moose Deer Point had travelled up the Great Lakes, leaving Christian Island in the late 1800s to settle in Tadenac Bay, and then for reasons unknown to us now, they moved to King Bay and Isaac Bay leaving behind a graveyard that the community continued to use into the 1940s. In 1917, a local cottager advocated to have the Pottawatomi granted reserve status and “Moose Point” Indian Reserve #79 was created as three small, separate parcels of 619 acres (251 ha).



4.2 ECONOMIC HISTORY OF MDP

When we first settled here the early livelihoods jobs included farming, trapping, cottage caretaking, guiding, and construction. Early families were industrious and independent. Residents travelled by foot, boat and plane to secure supplies in MacTier, Parry Sound and Penetang. By 1965 the first, year-round road joined the community to Ontario's road network. Since then MDP has embarked on numerous ventures and currently has seventeen businesses.

MOOSE DEER POINT MARINA



On July 25th, 1969 the Moose Deer Point Marina was officially opened by then Federal Minister of Indian Affairs (and future Prime Minister) Jean Chretien. It was the first marina in Canada to be owned and operated solely by First Nations people. It had docking for 90 boats as well as storage sheds that could accommodate 80. Today the marina has 14 employees and boasts an impressive 250 slips

and covered storage for 230 boats as well as a full service shop, gas, hydro, water, pump out, propane and a general store for everyone's boating needs.

At the 30th Anniversary of Moose Deer Point Marina, Bob Dickson, Executive Director of Aboriginal Business Canada praised this effort by saying:



"There are Dreams you have when you are sleeping and Dreams you have when your eyes are open. What I see before me is a community who is dreaming with their eyes wide open."

KING BAY MARINA

In 1974 King Bay Marina was opened as a private enterprise, to serve the growing cottage population south of O'Donnell Point. Today it has 125 boat slips, 10 employees, and provides dockage, storage, parking, a store, marine mechanic services, a snack bar, water taxi, and a trailer park.

PIER SERVICES

There are currently four other businesses that provide dockage and parking services: Williams Wharf, S&E Dockage, Nina's, and Midge's.

BUILDING SERVICES

There are two building businesses: Bill the Roofer & Home Improvements that has 4 employees, and DreamWorks Construction that employs 2.

CLEANING SERVICES

There are two Cleaning businesses: Muskoka Maid & Maintenance and Barb' Cleaning.

FISHING CHARTERS

There are two fishing guides: Uncle Buck's Fishing Charter and Anthony's fishing.

OTHER

There are a couple of direct sales businesses, a woodworking craftsman, and a Land-use Planning firm.

NIIGON TECHNOLOGIES

In the late 1990s, then Chief Ed Williams (image^{vi}) began discussing job creation possibilities with Robert Schad, the owner of Husky Injection Moulding Systems, Ltd. from Bolton, Ontario. He was an innovative German, who emigrated on a reference letter from Albert Einstein. A socially-minded industrialist, he accessed his cottage through the First Nation. On one trip his car broke down and local teenagers from the community stopped to help. This incident started him wondering about their future and negotiations began with the community.

The Schad Foundation supported the development of a Sustainable Community Plan, which prompted a review of strategic priorities and desired futures, and helped to found Niigon Technologies Ltd. The name "Niigon" was chosen, as it is a reference in Anishinaabemowin to "the future". Production began in 2001. Though seen as an intrusion by cottagers, it was sited to avoid a habitat of an endangered salamander, had the largest roof-top solar installation at the time, and provided jobs for both the community and surrounding region. It was seen as a giant step towards economic independence.



Figure 3: Bob Dixon (G.M.), Andy Mitchell (MP), Ed Williams (Chief)

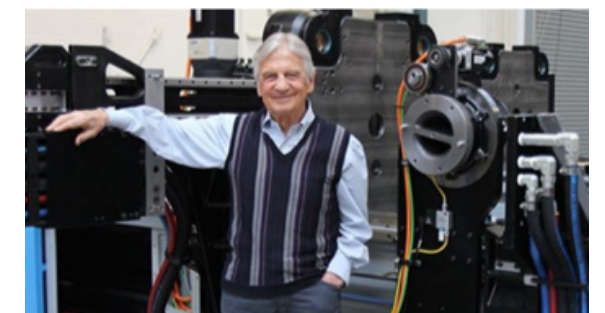


Figure 4: Robert Schad

RECENT ECONOMIC DEVELOPMENT INITIATIVE

During the last ten years, Moose Deer Point has reflected on its economic future. Though proud of its accomplishments so far, it wants to ensure an increased range of continuing options for those generations coming next. By 2012, the community was ready for a structured look at its priorities. The Chief & Council of the time undertook a strategic-thinking exercise. In 2013, Niigon Technologies ceased operations and Zephyr Plastics obtained a lease from MDP to continue the production of injection-moulded items, and currently has eight employees. That same year the Mitawbik Development Corporation was formed to be the governing body of this industrial project. By 2016 and again in 2018 the community itself engaged in visioning exercises that produced extensive lists of priorities, many of which had economic themes.

Chief & Council again, in 2019, conducted a strategy session. In this context, a full-time Economic Development Officer, Tracy Hendrick, was hired, and an economic development initiative was launched. A Community Economic Development (CED) Committee was struck and a CED Strategic Plan was initiated. David J. Stinson was contracted to assist with facilitation, research, report preparation, and strategic planning.



Figure 5: Niigon Building

5
RESEARCH

5.1 OUR APPROACH

To gain an understanding of the economic priorities of the community we used both subjective and objective methods. On the subjective side, the idea is to appreciate the meaning of people's livelihoods within their cultural context. This can be thought of as the "view from inside" (see 3.2 Principles #1). For the objective part, the point is to obtain knowledge about how people make a living within the economic system they're part of. This is what MDP looks like from the outside (see 3.2 Principles #2).

5.2 VIEW FROM THE INSIDE

5.2.1 CED COMMITTEE

An effort was made to seek out community members that were active and willing to participate from the main family groups within the community. Once the CED committee was formed, it met to discuss the project, its process, and their participation in creating the plan.

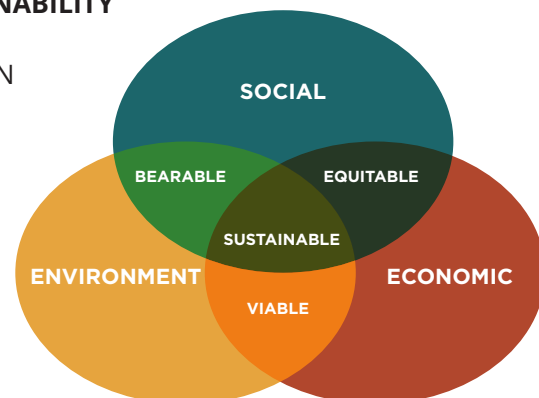
5.2.2 INSPIRATION

At the third session, the consultant introduced himself with a poem about the Land, and his connection to the community. Next a Sharing Circle was used as an "ice-breaker" where committee members were encouraged to talk about what they thought CED is, what it means to them, and what their hopes and dreams for the project were.

Then, the concept of Planning was introduced using two prominent historical figures: Chief Sealth and Patrick Geddes. Both were deeply concerned about people, the land, and how they made a living from that land. The elements of any effective plan: Principles & Purpose, Task & Targets were also discussed. We also examined the notion that earning a living and respect for the land are not enemies. Indeed, the word ecology and the word economy share the same Greek root "eco". It simply means the natural, or cultural, or spiritual place we call "home". We talked about how the modern world has been very good at pulling things apart to look at them closely, but it has also separated our "society", from the "environment", and its "economy". This has led to the effort to squeeze them back together, when in reality they were always intimately connected.

SUSTAINABILITY

MODERN



MOOSE
DEER
POINT



Figure 6: A unique view of Sustainability

5.2.3 SWOT ANALYSIS

A SWOT session was undertaken where we explored the Strengths & Weaknesses that the community has, and the Opportunities & Threats the wider world presents. The extensive lists that were produced were then subject to a grid selection process to reveal the most important topics. The matrix contained four questions: Can we use our strengths to take advantage of opportunities? Can we use our strengths to avoid threats? Can we overcome weaknesses by taking advantage of opportunities? Can we minimize weaknesses to avoid threats? Those topics which cross-referenced the most were selected as priorities.

These priorities were left on the walls of the Council chamber for staff to review and were revisited by the CED committee several times to ensure that any important priorities which "slipped through the cracks" of the matrix were included in the final list.

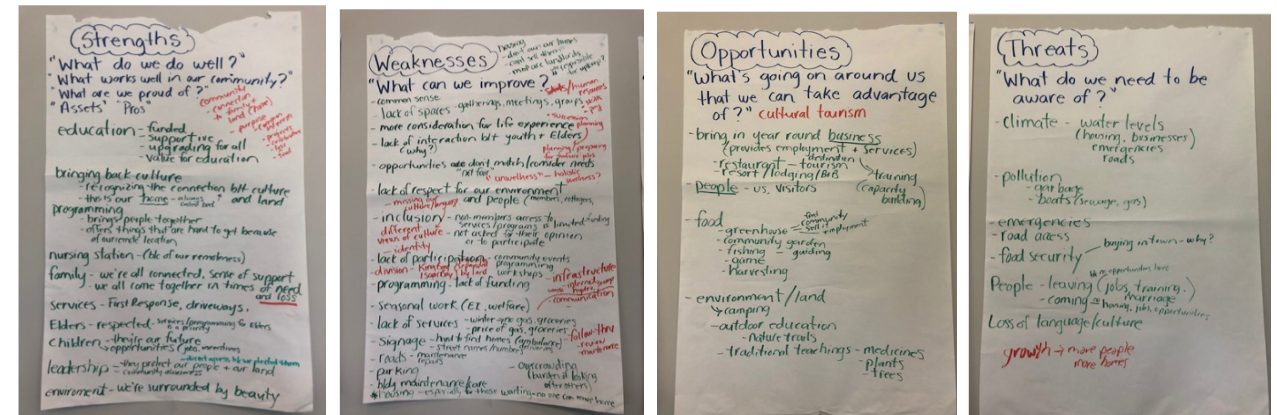


Figure 7: Results from the SWOT analysis

5.2.4 GOAL SELECTION

The Goal for the plan was affirmed by the community in an open meeting. Three suggested goals were created by the EDO and consultant, based on their understanding of the community. These were then presented to those in attendance. They were encouraged to consider and briefly discuss the options and vote for their favourites. The most popular was chosen.

5.2.5 COMMUNITY VISIONING TIPS

As mentioned above, both the community and C&C have undertaken strategic exercises within the past ten years. These have produced "wish lists" that reflect what the community wants. With this wealth of information, there was no need to repeat this step again. However, for the purposes of creating a plan these lists were grouped according to the stated themes and issues, and examined as a potential priority (TIPs) in terms of Community Economic Development. A basic comment or question was attached to each priority that arose.

5.2.6 COMMUNITY CENSUS

The committee was also involved in the creation, testing, and administration of a household survey. It was designed to obtain an accurate “snapshot” of the current demographic, education, employment, and household spending habits of all adults living on Moose Deer Point First Nation territory, regardless of Status or membership. A preliminary survey was developed by the EDO and reviewed by the consultant. All the questions were given a dry run with several community members, as well as the entire CED committee, to test the validity, comprehensiveness, comprehension, and delivery time. The survey was adjusted accordingly.

A separate, online survey was developed for youth in the grade 9 to 12 range regarding activities, interests, passions, training they'd like to take, career aspirations, top 3 wishes for the community, etc.

5.3 VIEW FROM THE OUTSIDE

5.3.1 ECO - REGION

To get a sense of where MDP fits regionally, several factors were examined. An Ecological Footprint analysis for Muskoka was conducted to assess the impact of current levels of development. It accounts for the demand we place on the capacity of the earth to sustain us, by calculating the resource consumption and waste assimilation of a given population in terms of productive land area. The trade of goods and services are attributed to the country within which they are consumed.



“The global Ecological Footprint is the area of productive biosphere required to maintain the material throughput of the human economy, under current management and production practices”^{vii}.

It relies on the data published by the Global Footprint Network concerning the biological capital of most countries and the demands placed on the capital by its population. It estimates the amount of the earth’s surface that directly supports human life through fresh water and ocean fisheries, cropland for fibre, grains, fruits and vegetables, grazing land for meat, milk and wool, forest for wood, pulp & paper, and the built-up land that provides the urban areas, roads, and infrastructure of the human habitat.

By contrast, the Ecological Footprint is the demand we place on that bio-capacity. It is calculated in a similar way, with one exception. It includes the “phantom land” of past bio-capacity; namely the buried plants and animals from previous eras that we are digging up and using as fossil fuels. The combustion of fossil fuel releases carbon from past carbon cycles and adds it to the present carbon cycle. In order to account for the burden ancient carbon is placing on current productivity, the amount of land needed to sequester greenhouse gases is incorporated into the Footprint calculation^{viii}.

A dozen years ago, the government analysed the Ontario economy with this method. It calculated the biological capacity of Ontario’s “eco-zones” demonstrating their varying ability to host economic activity. Those numbers were used in this analysis; particularly for the “Shield Eco-zone” capacity, along with Ontario’s high demand for those resources.

The District of Muskoka is well aware of its exceptional distinction as a cottaging and tourist destination. It regularly produces economic and community profiles, undergirded by studies of its second-home population. The recent editions of these documents were reviewed for insights into the local economy. The website for “Invest West Parry Sound” Economic Development Office was also investigated for its look at the District of Parry Sound’s economic impact from tourism. The household survey was used to find out where people are working and shopping, i.e., the range of their economic activity. Location Quotients were also calculated for neighbouring First Nations and municipalities to determine MDPs competitive advantage within its economic context.

5.3.2 LOCATION QUOTIENT

Statistics Canada Community Profiles^x were examined to obtain employment rates in the standard North American Industry Classification System (NAICS, 2012) employment categories as matched with rates of employment province wide. The number of those employed locally, in each category, was divided by the total number of those employed locally. This was then proportioned against the number of those employed provincially in those same categories. This provided an indication of which economic sectors MDPs employment is concentrated in, and where future opportunities may lie.

5.3.3 SHIFT-SHARE ANALYSIS

Statistics Canada Community Profiles (2011^x & 2016^{xi}) were also used to get a handle on which economic sectors are expanding or contracting province wide, in comparison with MDP. Any changes in employment were noted i.e., shifting up or down. Calculations were done to determine what “share” of this “shift” comes from trends in the provincial economy, trends with the industries themselves, or trends at the local level.

5.3.4 CAVEAT

Both the Location Quotient and Shift-Share analysis depend on Statistics Canada census data. Given the small size of MDP, the sampling method may not be adequate to completely characterise the community’s employment numbers. Thus, this economic development initiative included a more thorough community census to obtain more accurate numbers. None-the-less, the Statistics Canada method was assumed to be consistent across communities and time. This allowed for comparative trends to be analyzed.

6 OUR RESULTS

6.1 WHAT MDP LOOKS LIKE FROM THE INSIDE

6.1.1 SWOT FINDINGS

Greatest Strengths	Greatest Challenges*
<ul style="list-style-type: none"> • Beautiful Environment • Many Services & Programming • Community Support in time of need • Champion Common Purpose 	<ul style="list-style-type: none"> • Disrespect of Environment • Dismissive of Life Experience • Inadequate Infrastructure • Uncertain Identity • Lack of Necessities
What opportunities play to our strengths and overcome our challenges?	What threats can we avoid with our strengths or by overcoming our challenges?
<ul style="list-style-type: none"> • Destination Lodging • "coming through" Visitors • Restaurant • Traditional Teachings 	<ul style="list-style-type: none"> • Waste • Food Security • High-water Levels • Emergencies

Figure 8: Strengths and Challenges

* In the iterations with the CED Committee, the word "Challenge" was suggested as a more affirmational notion than "Weakness". For consistency with the common professional use of SWOT, the acronym is still used elsewhere in this Plan.

The topics that rose to the level of priorities during the SWOT exercise were often expressed in previous community visioning exercises. They are reflected in what became the Goals and Targets of the Strategic Plan. As seen below, the answers to the community survey also reveals that these topics are still on people's minds. Where these have surfaced in this document they have been highlighted in ***bold, italicised Garamond font***.

6.1.2 GOAL SELECTION FINDINGS

The following three options for the goal or purpose of the Economic Development Initiative were presented in a meeting that introduced the project to the community:

OPTIONS	VOTES
Securing sustainable livelihoods for MDP	11
Use MDPs resources to enhance our livelihoods	0
MDP ...dreaming with... our eyes wide open	7

Figure 9: Purpose for Economic Development Initiative

6.1.3 COMMUNITY VISIONING TIPS

From the four documents examined, 27 community vision themes and 261 issues were listed. From that 147 problems were noted in terms of CED, with a basic comment or question attached to each one. These were then refined by grouping them into sustainability categories of: Land, People, and Money. This allowed for redundant issues to be eliminated. The remaining issues were then regrouped into 5 community economic development themes: cultural tourism, enterprises/ventures, training, planning/infrastructure and housing. These became the basis of the Strategic Plan's goals. The issues that cluttered under each theme were regrouped again, if needed, and re-worded as targets for the plan (see 3.2 Principles #7).

A simple analysis of each community vision theme was also done. If the percentage of issues having a community economic development problem was one-third or less it was ranked as "low", from there to two-thirds as "medium", and more than two-thirds as "high". Ten community vision themes, from across all the documents, were ranked as high, and therefore of interest in terms of CED:

- "Level 1 Priorities" from the C&C Strategic Priorities 2012
- "Economic Development" from the Community Visioning Exercise 2016
- **"Environment"** from the Community Visioning Exercise 2016
- **"Education/Training"** from the Community Visioning Exercise 2016
- **"Culture"** from the Community Visioning Exercise 2016
- **"Infrastructure/Capital"** from the Community Visioning Exercise 2016
- "Economic Development" from the Community Visioning Exercise 2018
- **"Environment"** from the Community Visioning Exercise 2018
- **"Education/Training"** from the Community Visioning Exercise 2018
- "Long-term" from the C&C Strategic Priorities 2019

While there were some apparent redundancies in the listing of the issues within the documents, they were not removed or rolled into one, as it is not known what was meant at the time. If it was of possible CED interest it was counted as such. Nine issues were indeterminate, as they could be of CED interest depending what was meant when they were placed on the list. But due to that uncertainty were not counted.

None-the-less, more than half (56%) of the priorities expressed in these documents bore some relevance to Community Economic Development. What is even more interesting is that most of these themes were raised as priorities during the SWOT exercise (see Figure #8). What this indicates is that, as issues, these are persistent over time in the minds of concerned community members.

6.1.4 COMMUNITY SURVEY FINDINGS

Work. The survey polled 103 out of the 145 adults in the community and covered four-fifths of the homes (57 of 74). Seventy-one respondents stated they worked. About a third did so Off-reserve. The vast majority, 95% are employed locally at MDP, within Muskoka, or at Parry Sound.

MDP Work Location

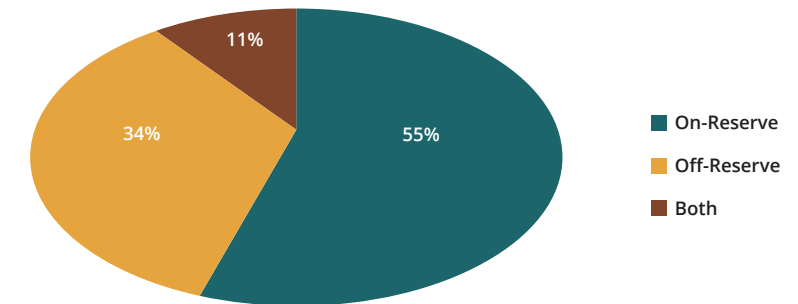


Figure 10: On vs Off Work Location

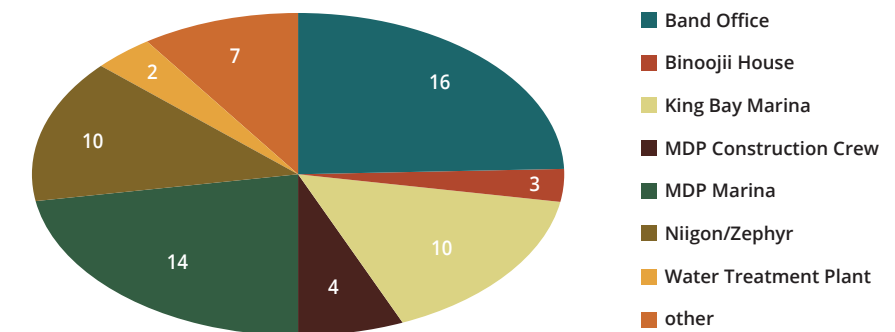


Figure 11: Actual On-Reserve Employment - 2020

Eighty respondents listed the type of work they did. As seen below, they were slotted into standard work categories. The number of people in each category does not match those reported by Statistics Canada. Some changes have probably occurred, given the time gap since the federal census. However, the MDP census was more comprehensive and since some of its numbers were so different, it suggests the Canadian census was not entirely accurate. Figure #12 includes the corrected numbers and highlights in bright yellow those categories the federal census missed or vastly under/overestimated. None-the-less, it is assumed that the Statistics Canada method was consistent and thus valid for comparisons between communities, as seen in the Location Quotient section. Given the handful of people MDP's survey missed, it would be relatively easy to determine their job category and create a complete table.

NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM	CANADA CENSUS	MDP CENSUS
	2016	2020
2012		
total	90	80*
Agriculture, forestry, fishing and hunting	0	0
Mining, quarrying, and oil and gas extraction	0	0
Utilities	0	2
Construction	10	12
Manufacturing	10	7
Wholesale trade	0	0
Retail trade	10	10
Transportation and warehousing	10	6
Information and cultural industries	0	0
Finance and insurance	0	0
Real estate and rental and leasing	0	0
Professional, scientific and technical services	0	0
Management of companies and enterprises	0	1
Administrative and support, waste management and remediation services	10	7
Educational services	10	3
Health care and social assistance	10	3
Arts, entertainment and recreation	15	1
Accommodation and food services	0	2
Other services (except public administration)	0	11
Public administration	10	15

* 77% of adults participated in the 2020 census

Figure 12: Number of Jobs by Category

In terms of those with training needs, more than three-quarters had an overlap between work experiences and/or ideal jobs (see Figure #13). There were 67 respondents who itemised the training they desired (one “nil” response was removed), 84 mentioned the work they were interested in (one “nil” response was also removed), and 90 who listed their favourite past work experiences. There was a vast array of responses within these three categories. Those for whom all three categories aligned represented 31% of the training respondents, or 21 people. Those for whom there was alignment between training and employment interest was 40%, or 27 people. Five percent or 3 people had an alignment between previous favourite work experiences and training needs.

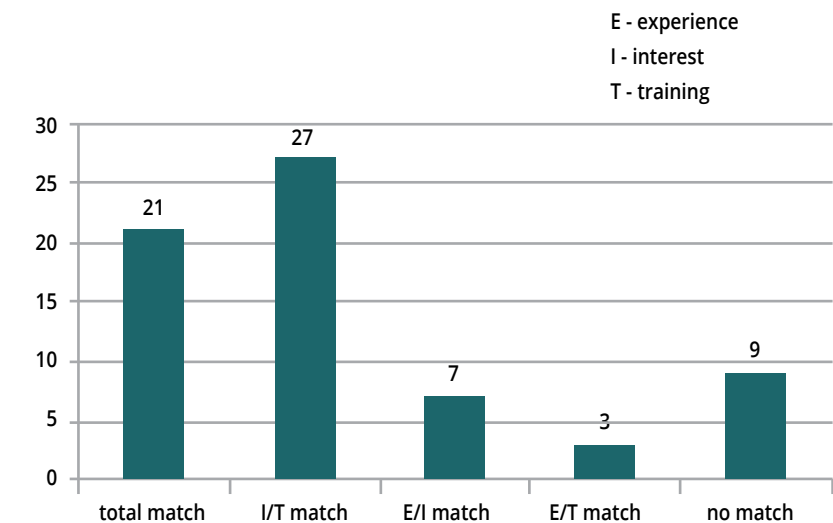


Figure 13: Match between previous favourite work experiences, current job interests, and training needs

Ninety-nine listed their preference for training opportunities. Thirty-nine were willing to travel or temporarily live away from home to engage in training. Thirty-four would take advantage of this if was in community or online. Twenty-six felt they did not need training.

Start Your Own Business.

More than half of the residents of MDP are interested in entrepreneurship. Thirty-five adults want to start a business and twenty-one might want to do so. The enterprises can be grouped into 5 general categories with more/less the same number in each:

- Arts, Creative, & Retail
- **Food:** growing/catering/restaurants
- Motor & Vehicle services
- Outdoor: Fishing, Landscaping, & Construction
- Personal & Home Services

Life Experience.

There is a great variety of skills, hobbies, interests, and life experiences that folks feel could be of benefit to the community. Ninety-four provided multiple answers that were grouped into the following general categories:

- Physical – 54 (construction/trades, boating, maintenance, cleaning/detailing, **emergency**/law enforcement, first aid/CPR, mechanics, heavy equipment, welding, **gardening/landscaping, hunting/fishing/trapping/foraging**, nursing, property management/security, sports, environment, water treatment)

- Social – 34 (role model/coaching/mentoring, leadership, teaching, volunteering, customer service, parenting/babysitting, working with youth/Elders, politics, facilitation, helpful to others, travel, hospitality/social skills, people management, mental health)
- Creative – 29 (arts/crafts, music/dance, cooking/baking, sewing/knitting, graphic design, photography, hair dressing, wood working)
- Mental – 14 (management, organization, research, computers, will power, eager to learn, enthusiasm)
- Spiritual – 12 (work ethic, **respect for native culture/heritage, traditional medicines, historical/traditional knowledge carrier, evangelist, traditional practices/teachings, literate in Ojibway**)

Off-Reserve Activities.

Forty-seven respondents said they left the community for organised activities:

- Sports --14
- Recreation --12
- Volunteering –12
- Church -- 7
- Medical/Professional –2

Seventy-eight said they left the community for recreational activity. Some of the answers seem to have been prompted by the survey, but most reflected people’s interests:

- Movies – 45%
- Concerts – 40%
- Gaming – 40%
- Outdoor Sports – 23% (baseball, hockey, skating, skiing, snowboard, golf, running, walking, hike)
- Indoor Activities – 19% (bowling, dancing, pool, women group, spa, poker, arcade, jigsaw puzzle)
- Travelling, visiting family & friends – 19%
- Outdoor Activity – 15% (sports events, festivals, adventure challenges)
- Shopping –13%
- Hunting, fishing, paint ball, target shooting – 12%
- Boating, swimming & scuba diving – 12%
- Motorised sports– 8% (motorcycle, ATV, skidoo)
- Restaurants & Bars – 5%

More individual activities are listed (see Figure #15) for ease of comparison with cottager activities.

On-Reserve Activities.

The activities that the 89 folks mentioned that they would attend On-reserve, fell into five basic categories:

- **MDP Traditions** – 51 (culture, crafts, beadwork, quill boxes, drumming, dancing, making regalia, Pow-wows, ceremonies, teachings, history, heritage, genealogy, language, food, medicines walks & harvesting)
- Recreation – 42 (bingo, cards, book club, canoe trips, camping, ceramics, painting, cooking, sewing, dances, skating, darts, men’s night, couple’s night, pool, movie night, gardening, walking, hiking, crafts, outdoor stuff, nature walks, hunting & fishing, snowshoeing, fishing derby, boating, quilting, swimming, yoga)
- Health & Sports – 31 (baseball, volleyball, hockey, floor hockey, body building, boxing, karate, MMA, personal training, healthy living, essential oils, kanga, exercise programmes, nutrition, cooking, weight loss, sports night, wellness)
- Family Events -- 28 (youth, Elders, community celebrations, dancing, youth hunts, socials, family-oriented sports & culture activity, potlucks)
- **Education** – 27 (lifelong learning, upgrading, grade 12, reading, computers, electronic devices, business classes, info sessions, parenting courses for teens, staff programmes, auto motive)

Expenditures.

ifty-six households responded to the questions regarding spending on groceries and gasoline. Grocery shopping often necessitates a car trip to town, since purchased food items are less available at MDP. However, the trends appear to be an indicator of household income, rather than necessity. As seen in Figure #14, the more that was spent on food, the more that was spent on gas.

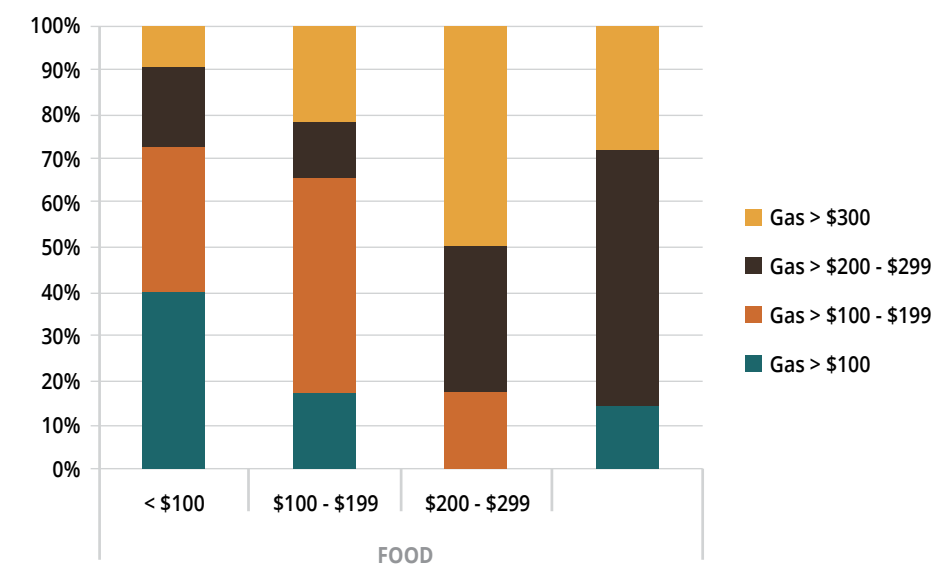


Figure 14: Household Expenditure on Food and Gas

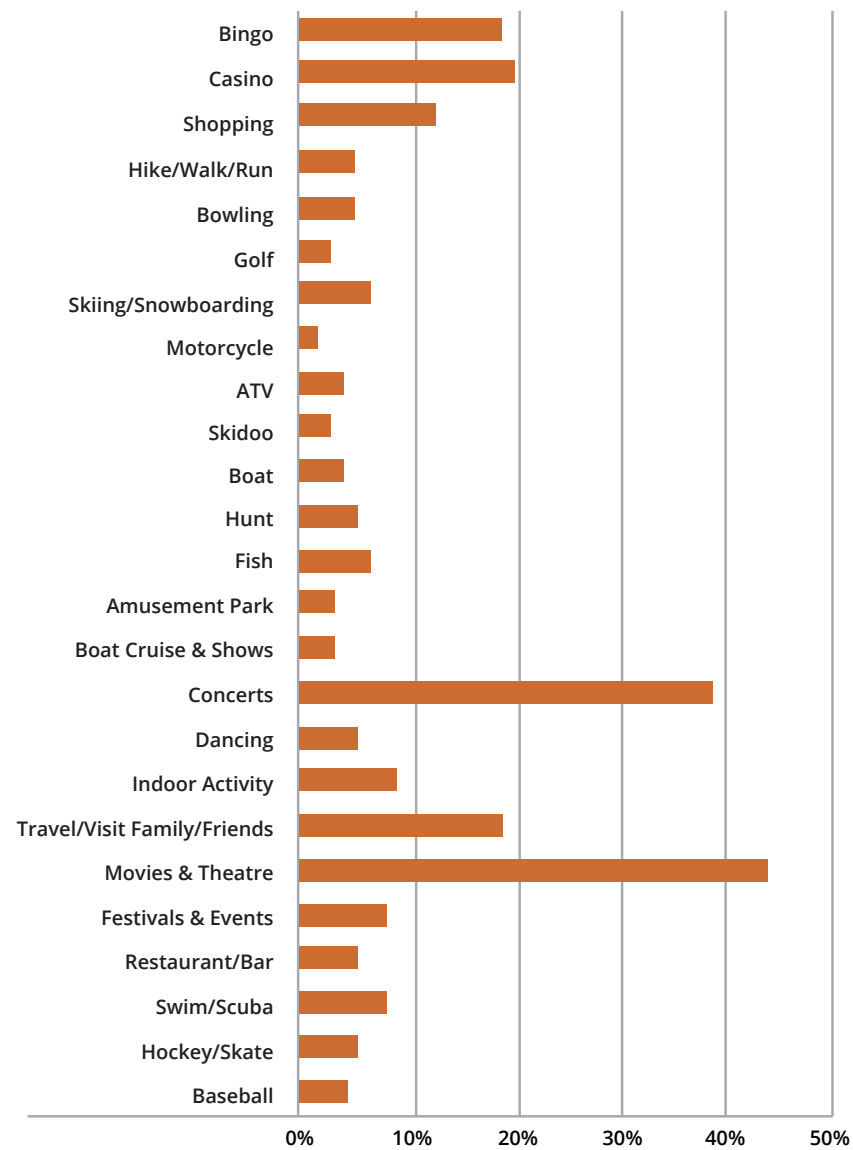


Figure 15: MDP Activity Off-Reserve

Wishes and Concerns.

Ninety-nine folks expressed approximately 285 opinions regarding what they would like to see improved for MDP. The largest issue within the community can be described as “Unity”. There is a great desire for a greater sense of togetherness, respect, co-operation, of overcoming division and favouritism. The second biggest concern was matters of infrastructure, things like: better roads, swimming pools, trails/sidewalks, outdoor rink, etc. Third, were governance issues involving leadership, policy, enforcement, jurisdiction, communication and vision. Three things vied for fourth place: “Events”, “Business”, and “Social Issues”. The events people wished for were those that brought people together, open to participation of everyone, as well as specific activities for children, youth, adults, and seniors. The desire for “Business” generally involved greater prosperity and opportunities, more year-round jobs, but also the creation of specific enterprises such as restaurants, a resort, casino, etc. Social issues were also of concern, such as addressing drug-use and mental health concerns, as well as the hope for healing, well-being, and health, along with personal pride and respect for others. Better housing options, greater respect for the environment, more cultural learning (see 3.2 Principles #4), and training opportunities were also broad categories of concern. Their relative importance can be seen in Figure #16.

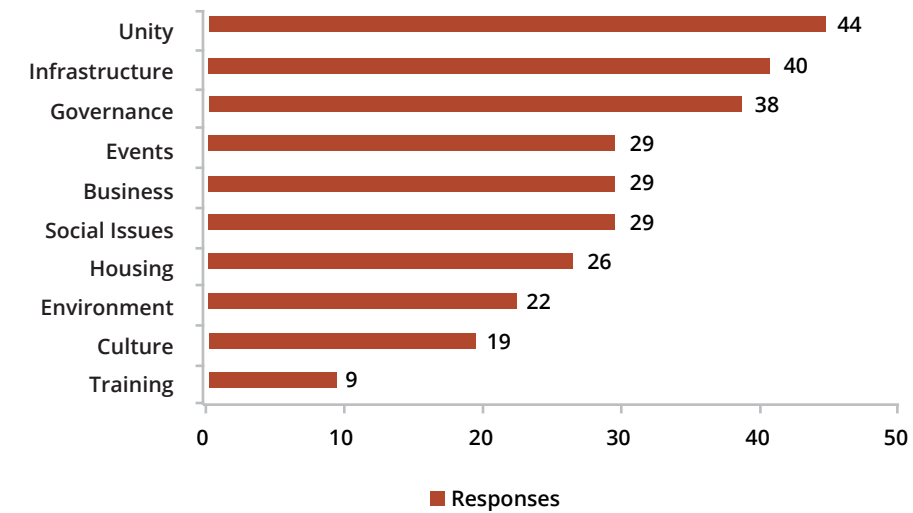


Figure 16: Top Ten Wishes for MDP

Youth.

Seventeen out of eighteen youth between the ages of 14 and 17 were surveyed. Though seven of those have lived Off-reserve, twelve thought they would eventually do so. Four weren't sure. Only one said they would not. The main reason for leaving was work related. Isolation was also a factor, with MDP offering few activities, goods & services, or friends. These were followed by schooling and spouses (see Figure #17).

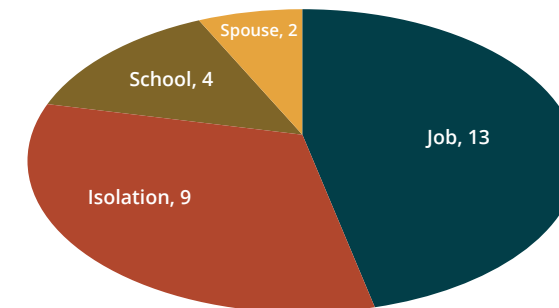


Figure 17: Reasons for Youth to leave MDP

Five said they would leave for good. Six thought they would leave for a definite period of time. Five weren't sure. Of the fifteen who said they might return, it was for reasons of family, MDP itself (home, freedom, outdoors), and housing. Retirement and jobs ranked low (see Figure #18). Just over half said they would want their own home on MDP someday.

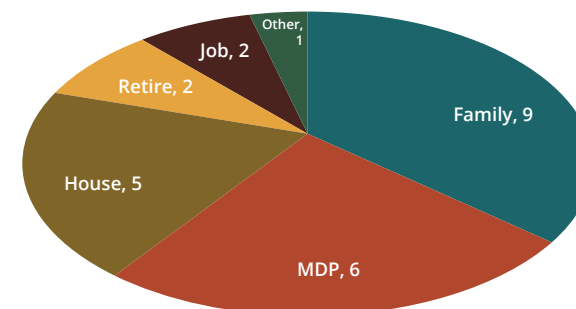


Figure 18: Reasons for Youth to Return

School.

All survey participants were in school. The vast majority were, or might be, interested in collage. A third were, or might be, interested in university. The type of studies they were interested in are listed the following table:

YES Trades (6)	College (9)	University (2)
<ul style="list-style-type: none"> • Construction • Mechanics • Welding, mechanics • Welding • Welding • Construction, Mechanic 	<ul style="list-style-type: none"> • Firefighting, Paramedic • Social work, behavioural studies • Behavioural Science Technician • Indigenous Studies • Mechanic* or something in the hospital • Not sure • The trades* • Construction, Engineering • Police officer/ law/ communication 	<ul style="list-style-type: none"> • Bachelor of Building Science • Law/ communication
MAYBE Trades (3)	College (6)	University (4)
<ul style="list-style-type: none"> • Electrician • Don't know • Don't know 	<ul style="list-style-type: none"> • Don't know • Social worker, Cook*, Cosmetology • Don't know • Not sure • Trades*, Mechanic* 	<ul style="list-style-type: none"> • Fire science technology degree • Social work, behavioural studies • Don't know • Not sure

*some youth answered the "college" question with a "trades" response

Figure 19: Youth Higher-education Aspirations

Other training interests were: *first aid/CPR*, heavy equipment, driver's ed., hair dressing, dog grooming, hockey, nursing, propane safety, red seal in welding. Fifteen gave specific answers to desired future work grouped into the following categories:

- Physical – 13 (*building inspector, farmer, mechanic, pipeline, welder, heavy equipment*)
- Service/Retail – 10 (*business owner, cook, hair dresser, dog groomer, sale person, "Santa's Village", pet store, actor, pumping gas*)
- **Protection** – 8 (*firefighter, search& recue, paramedic, military, police*)
- Health/Social – 5 (*behavioural science technician, mental health worker, ECE, nurse, social worker*)
- Professions – 2 (*lawyer, behaviourist*)

Youth Business.

More than 80% of MDP youth are interested in entrepreneurship. Nine said they would like to start their own business. Four said they might like to do so. Only eleven enterprises were listed, but they grouped as follows:

- Mechanic – 3
- Retail – 3 (*frozen yoghurt, hair dressing, cannabis*)
- Welding – 2
- Real Estate – 2
- Construction – 1

Youth Activities.

Interest and hobbies were grouped into three general categories:

- Outdoors – 24 (*snowmobiling, fishing, hunting, biking, ATV, dirt bike, swimming, boating, skateboarding, walking in the bush*)
- Personal – 9 (*cooking, animals, adventure, music, singing, art, reading, video games*)
- Sports – 8 (*basketball, hockey, fitness, golf*)

What youth felt they were good at was:

- Outdoors – 6 (*snowmobiling, fishing, hunting, farming, skateboarding*)
- Personal – 9 (*acting, leadership, fixing engines, math, reading, video games, writing*)
- Sports – 4 (*basketball, hockey*)

What they did Off-reserve:

- Outdoors – 7 (*snowmobiling, snow tubing, snowboarding, paintball, swimming*)
- Personal – 12 (*going to mall, going out to eat, movies, overnight trips, school, traditional practices/building/teachings*)
- Sports – 7 (*basketball, hockey, golf*)

What they would like to do On-reserve:

- Outdoors – 3 (*snowmobiling, dirt biking, boating*)
- Personal – 5 (*petting zoo, game nights, movies, traditional practices/building/ teachings*)
- Sports – 3 (*baseball, basketball*)

Youth Perceptions re: MDP.

The youth were asked what they liked, disliked, and wished for MDP. Though inexperienced, these seventeen young people have some interesting thoughts regarding their community. Their main joys were the Land itself, the sense of place MDP provides, and the facilities it has. This was followed by the presence of family and the way the community is run. What they disliked was the lack of respect amongst people, poor planning and infrastructure, and addiction issues. This was followed by the lack of activities, MDPs remoteness, and lack of jobs. What the youth wish for is better infrastructure/planning, more respect in the community, and support for those afflicted with substance abuse. This was followed by activities and jobs.

What youth love about MDP:

- **Land** – 16 (*beautiful, scenic, bay is at front door, water, swimming, dirt bike trails, outdoors, fishing, spacious*)
- **Sense of Place** – 8 (*community, small, close knit, size*)
- **Facilities** – 8 (*free gym, rec centre, restaurant, day care*)
- **Family** – 5 (*feels like home, close friends and family*)
- **Admin/Policies** – 5 (*no police, activities, organisation, self-governance*)

What youth don't like about MDP:

- **Disrespect** – 13 (*lack of police when needed, puddle jumping, snitches, everyone knows everyone's business, "drama", people around the community, negativity, insincerity, two-side divide*)
- **Planning/Infrastructure** – 10 (*roads, potholes, junky yards, unorganised, low-funding, small population, garbage*)
- **Addiction** – 8 (*too many with drug problems, too little being done*)
- **Activities** – 5 (*lack of activities, rec centre hours & messy, lack of sports, it's boring*)
- **Remote** – 4 (*far away from everything - from town, too secluded*)
- **Lack of Jobs** – 2 (*student jobs other than summer, amount of available jobs*)

What youth wish for MDP:

- **Planning/Infrastructure** – 10 (*better roads, growth, hockey rink, cleaner community & yards, less garbage, swimming beach, playground*)
- **Respect** – 6 (*get our name known, less "drama", stop stealing, safer, less of a divide, voting rights*)
- **Addiction** – 6 (*solve drug & alcohol abuse, mental health support*)
- **Activities** – 5 (*more: cultural events, sports, involvement, activities, community get-togethers*)
- **Education/Jobs** – 4 (*more educated, better employees, job opportunities*)

In some sense, the desire for youth to leave MDP is a liability. But the need for jobs and the limitations of isolation are also an opportunity (see 3.2 Principles #5). Most youth have plans to continue their education and most have a genuine affection for this place. The challenge will be to combine these two forces so they create opportunity for youth to contribute to the vitality of the community.

Waste.

The household waste reduction habits were also examined, and reflect the ecological sustainability of community life as it gears up for greater economic potential. Fifty-five households answered the question on the number of garbage bags per week and 56 answered questions on recycling. Most dispose of more than 1 bag of garbage per week, don't recycle or do so inconsistently, and don't compost. What Figure #20 indicates is that the greater the number of garbage bags disposed per household, the greater the inconsistency in recycling. This issue has been exacerbated during the COVID-19 crisis, as 30% more residential solid waste has been generated regionally by folks staying at home. However, with fewer bags of garbage there is less instances of "no recycling", greater consistency of recycling, and more composting.

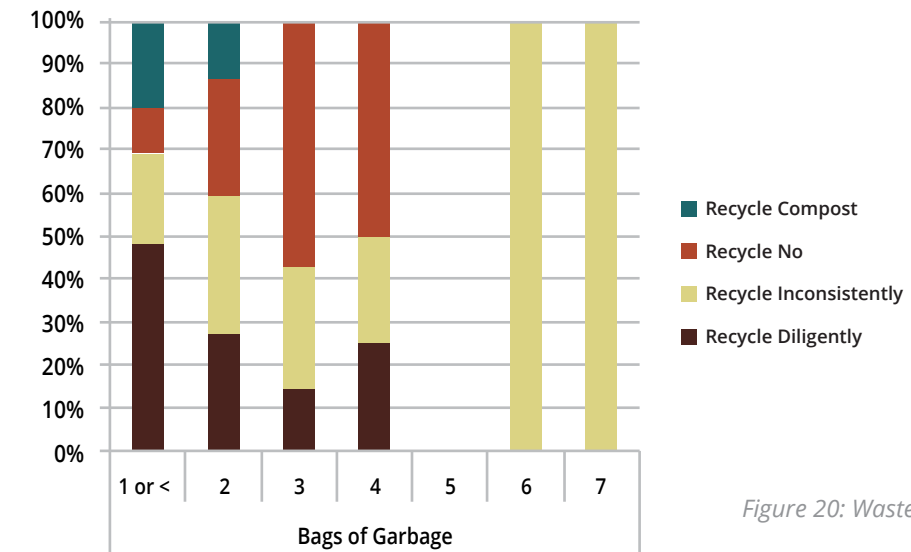


Figure 20: Waste vs Rate of Recycling

Gardening.

Folks were also asked about their gardening habits. Fifty-six responded. Approximately two-thirds are interested in growing their own food, with one-quarter presently doing so on a regular basis.

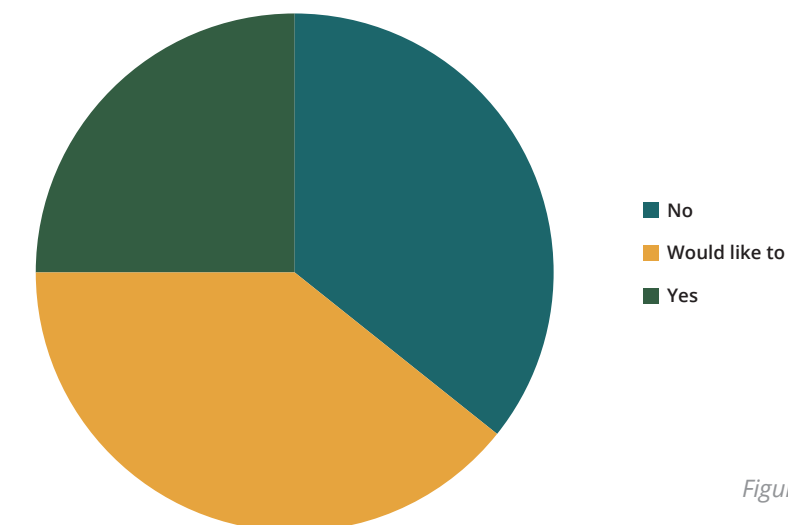


Figure 21: Gardeners

6.1.5 THE “INSIDE” SUMMARY

The “look from within” confirmed many of the SWOT themes:

STRENGTHS. The survey elicited encouraging responses, particularly from its youth. The support for education was generally strong, as was the longing for further educational and training opportunities. MDPs youth are all involved in school and have plans to further their education. They also enjoy the Land and sense of place MDP offers. No direct questions regarding services were asked, but community facilities were appreciated. The “presence of family” and the wish for more family-oriented events were also evident. Though not seen in any survey results, the willingness of the community to rallying around a common purpose was shown in the high rate of response to the survey itself.

WEAKNESSES (CHALLENGES). The need for greater respect for the environment was a general concern, along with the specific need expressed by the youth to clean up people’s yards and deal with garbage. The survey question on life experience, as well as skills and hobbies elicited a large number of responses indicating a wide variety of interests and a deep talent-pool that is potentially available should the community choose tap into it. Infrastructure inadequacies, particularly regarding roads and facilities, rank high amongst both the general population and the youth. Though no specific question on identity was asked, there were two proxy issues that may echo this concern. One is unity.

There is a persistent notion that a lack of togetherness and co-operation, of division and favouritism, are hampering the community. The other issue is respect. The lack of sincerity, the fostering of interpersonal “drama”, the division between the two sides, etc. is particularly troubling to the youth of MDP. It would appear that the provision of necessities is more a matter of household income than local availability, but this was not asked directly.

OPPORTUNITIES. There is a general desire for greater prosperity and year-round jobs that also expressed itself as a need for specific enterprises such as restaurants or a resort. Interest in entrepreneurship was robust, with many hoping to provide goods & services to visitors. Cultural curiosity is also strong and bodes well as a focus for tourism. Many, including youth, would like more instruction in the traditional teachings of the community, activities concentrating on crafts and skills, as well as ceremonies and celebrations

THREATS. Waste is an issue in the community with many not fully committed to waste-reduction habits such as recycling and composting. Some youth are particularly disturbed by untidy yards and the poor handling of garbage. The topic of food security arose in people’s entrepreneurial aspirations, life experiences, as well as their educational, training, and community activity interests. Concerns over high-water levels and emergencies in general did not come up in people’s responses, nor were any direct questions asked about them. However, the COVID-19 crisis has revealed MDPs willingness to close ranks for a common purpose. Many have stepped up to man the community check-point, volunteered to package and distribute food, and support loved ones so as to reduce travelling to town.

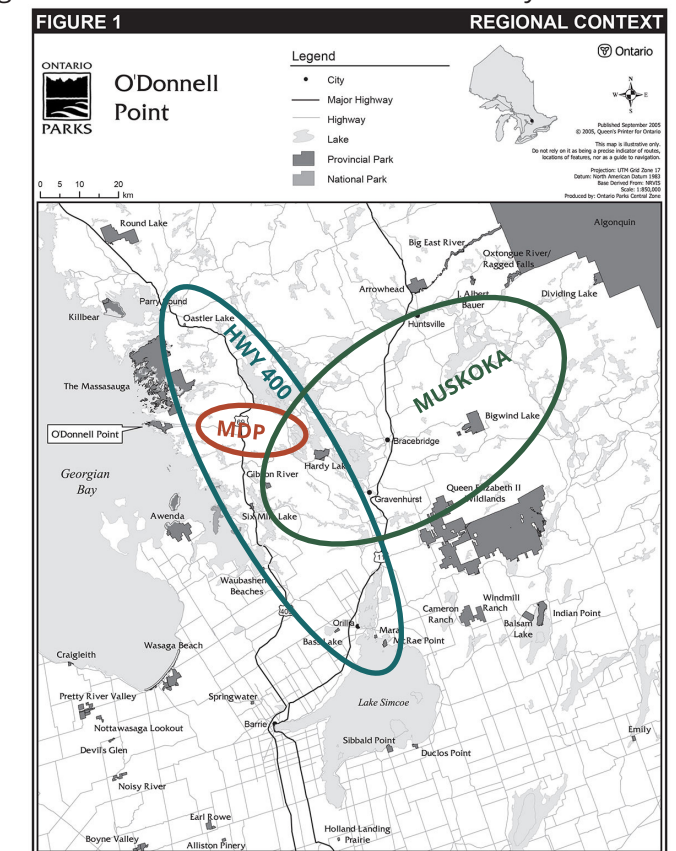
6.2 WHAT MDP LOOKS LIKE FROM THE OUTSIDE

6.2.1 ECO - REGION

Moose Deer Point First Nation is uniquely located (see 3.2 Principles #3). It is entirely within the boundary of the District of Muskoka, but is right on the border with the District of Parry Sound. Its customary area extends from at least the highway all the way to the end of O’Donnell Point, and includes the surrounding lands and waters that were and continue to be used by the community for ceremonial and livelihood purposes. Politically, it is part of Moose Deer Point’s traditional territory.

It is located on O’Donnell Point next to a Provincial Nature Reserve (image^{xii}). It fronts onto Gordon Bay and Isaac Bay, which empty into Twelve Mile Bay, and King Bay, all of which are adjacent to Georgian Bay. Ecologically, it is part of the “Shield Eco-zone”. This particular area is sometimes referred to as the “land in between” ecotone, due to the transition of the bedrock from granite to limestone. The Nature Reserve is particularly known for its many species from both northern and southern Ontario.

It is 12 miles (~20 km) down Twelve Mile Bay Road, from the separated, four-lane Highway 400. Though it is in some sense remote, it is within driving distance of Parry Sound, Midland, Orillia, and Barrie. Economically, it is part of the “Hwy 400 corridor”. Several techniques were used to assess the economic vitality of Moose Deer’s population and situate it in a local context. The first was the Ecological Footprint method that examines the impact of economic activity as a measure



of ecological capacity. Given the tiny land base of the community, both the District of Muskoka and Township of Georgian Bay were used as proxies to more genuinely reflect MDPs regional setting.

Ecological Footprint.

In 2016, the world as a whole was running a -69% ecological deficit. The demand of the built environment exceeded the supply of the natural environment. This is possible on a global basis due to the poorer regions of the world that live well below their “fair share” of the earth’s resources, allowing richer nations to live well above theirs. Despite the fact that the average Canadian is more than ten times as wealthy as say the average Afghan, within our borders we are living within our means. We have a large, resource-laden land mass with a relatively small, but educated population. We have a productive workforce and a developed economy. So far, our Ecological Footprint has not exceeded our bio-capacity, running +49% surplus in 2016. It is only in the global resources that we command through global trade that we are living way beyond our means.^{xiii}

MUSKOKA

Since Ontario’s demand for those resources is higher than the Canadian average, we tend to run an ecological deficit^{xiv}, -5% in 2016. None-the-less, this appears to not be the case for Muskoka. Based on the 2016 population of 60,599^{xv}, it is running a +14% surplus. The main factor in its favour is its extensive forest cover. The potential for fishing on the many internal lakes and Georgian Bay is also a minor benefit. The calculations were based on the Statistics Canada map which extends the District well into the Bay^{xvi}.

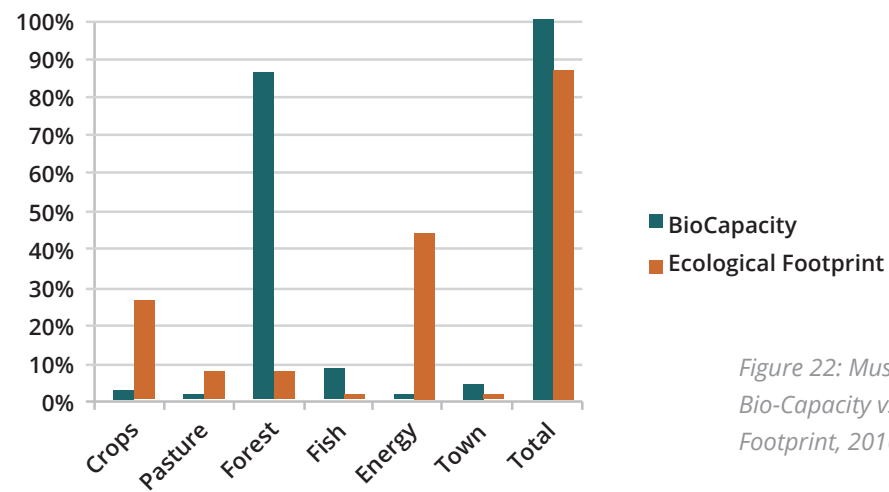


Figure 22: Muskoka Baseline Bio-Capacity vs Ecological Footprint, 2016

MUSKOKA WITH COTTAGERS

However, this advantage is lost if the cottage population is factored in. Of the 81,907 people who cottage in Muskoka, it is estimated that they live here for an average of nine weeks a year. Proportionally, this represents an additional 14,066 individuals.^{xvii} The impact places it in a -6% deficit, which is similar to Ontario’s deficit. To cope, the focus of economic development would have to shift from merely expanding the number of cottages to the consideration of creating a tourism that invites more experiences that reduce impacts, than the current paradigm allows.

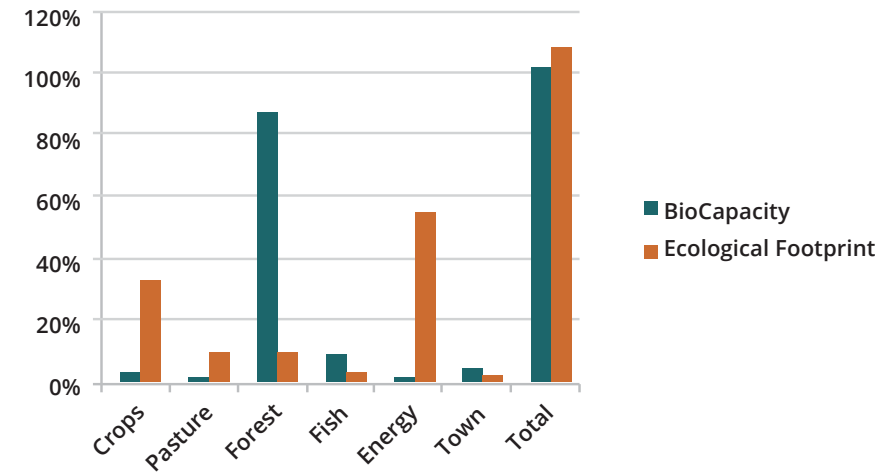


Figure 23: Muskoka Extended Bio-Capacity vs Ecological Footprint, 2016

TOWNSHIP OF GEORGIAN BAY WITH COTTAGERS

If the eco-region is reduced to the Township of Georgian Bay, the story is significantly different. Even with the cottaging population added in, the bio-capacity far out strips the ecological footprint. As a part of this region, MDP enjoys this surplus as well. The largesse this currently offers the community means that it does not have to fall into the trap of making false choices between economic and ecologic growth. It has, at present, the option of pursuing economically sustainable opportunities. The more ecologically responsible those choices are, the more economic choices there will be.

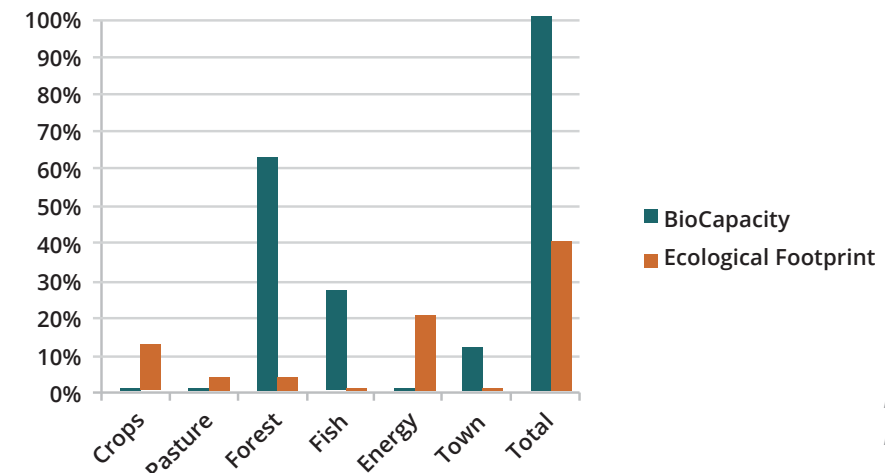


Figure 24: TGB Bio-Capacity vs Ecological Footprint, 2016

District of Muskoka.

Based on their 2019 Economic Development and Community Profile^{xviii}, and the Final Report and Appendices of their 2017 Second Home Study^{xix}, several important parameters to the context of MDPs economic life can be learned regarding education, employment, economic sectors, activities and spending by visitors & cottagers.

Though MDP received honourable mention in Muskoka’s ec-dev. profile, it contained no data for the community. Statistics Canada^{xx} data for MDP was also felt to be inaccurate in some regards, prompting the community to conduct its own poll^{xxi}. The following table was created from these sources.

Figure 25: Workforce Education & Employment

	MDP	MUSKOKA	ONTARIO
Trades*	18%	9%***	6%***
College Diploma	20% (some 40%)	23%***	21%***
University Degree	9% (some 10%)	17%***	26%***
Post-secondary**	47% (some 68%)	49%	53%
Unemployment	12%	7.1%	7.4%
Self-employment	11%	17%	12%***
Owner-operator	36%	64%	
Employees			
up to 4	3%	19%	
5 - 50	1%	16%	
50+	0%	1%	

*apprenticeship, certificate, diploma. **degree, diploma, or certificate *** Statistics Canada 2016

In a comparison of major economic categories, it appears that Moose Deer employs people in many of the same sectors as Muskoka. The overlap is noted in the table below with yellow highlighting.

However, the level of participation is often the reverse, for example “retail” is the lowest employer in MDP, but employs the most in Muskoka.

Figure 26: Comparison of Employment Sectors

TOP SECTORS	MDP	MUSKOKA	ONTARIO
1st	Arts, Entertain. & Rec.	Retail	Retail
2nd	Transport. & Warehouse	Construction	Health & Social
3rd	Adm. & Waste Mgmt.	Health & Social	Manufacturing
4th	Public Adm.	Public Adm.	Profession & Science
5th	Construction	Accom. & Food	Education
6th	Education	Manufacturing	Accom. & Food
7th	Manufacturing	Profession & Science	Construction
8th	Health & Social	Education	Public Adm.
9th	Retail	Arts, Entertain. & Rec.	Finance & Insurance
10th	--	Real Estate	Adm. & Waste Mgmt.

Muskoka Tourism.

Tourists represent a significant part of Muskoka’s ecologic and economic life. Their monetary impact approaches one billion dollars on an annual basis. Tourists can be divided into two general types; Visitors who spend less than 30 days in the District, and Cottagers who live here for more than 30 days per year in a second home. They are all considered seasonal residents unless they spend less than 30 days in Muskoka. This includes the owner(s), spouses, children, and other extended family members. The average second household in the District has 3.58 people. The typically amount of time

a cottager user spends equals 8.93 weeks a year. The average cottage is host to a visitor twenty-eight days. Typically, there are four guests, over 2-3 nights, on ten different occasions.^{xxii}

VISITORS^{xxiii}

There are more than 3.2 million “person-visits” to Muskoka annually. Most of this is for outdoor recreational and sporting activity, but they also visit with friends and relatives, stay at Provincial parks, attend cultural events, go sightseeing, do business or participate in conferences & seminars, and dine out at restaurants or bars. In the process, they spend more than half a billion dollars.

Figure 27: Annual Visitor Spending in Muskoka

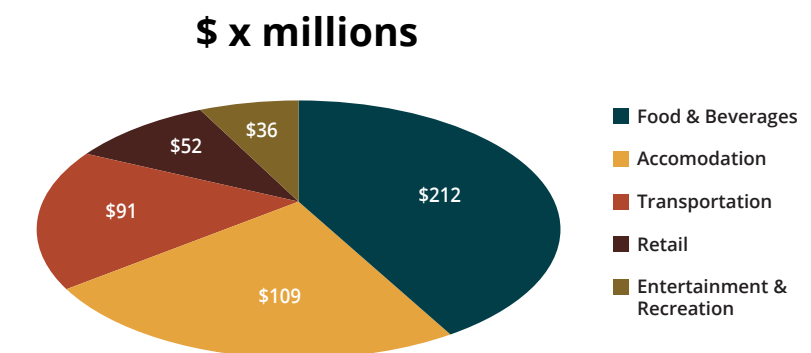
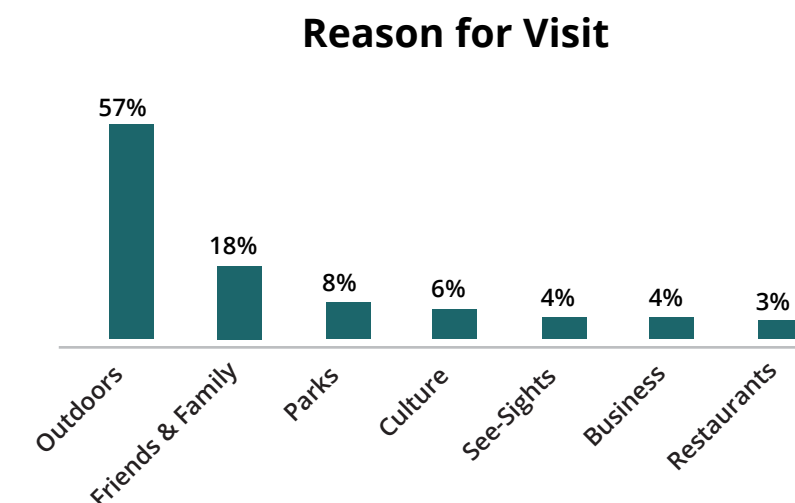


Figure 28: Visitor Activity in Muskoka



COTTAGERS^{xxiv}

There are 22,879 seasonal dwellings in Muskoka, which is 47% of its total housing stock. The seasonal residents in the District are estimated to be 81,907 and constitute 58% of the whole population. They use numerous public facilities, seek out various attractions and entertainment, and engage in recreational activities. Though significant, it does not represent the bulk of their spending in Muskoka. Most expenditures can be divided between the weekly outlay for common goods & services and the

occasional major purchase made on an annual basis. All tolled, the monetary impact of the cottaging population is \$422,145,988.60 per annum.

It is estimated that the average cottager lives in the area for about nine weeks a year. Throughout these stretches each second-home household spends an average of \$757.10 every week, excluding expenditures by guests who are counted as visitors (see above). These weekly expenditures amount to \$6,760.90 a year. However, these second households also make major purchases while they stay in Muskoka. These expenditures amount to \$11,689.56 annually.

For Moose Deer's immediate neighbour, the Township of Georgian Bay, seasonal dwellings make up 80% of the homes (4,549 of 5,693) and 87% of its population (16,513 of 19,012). These cottages are the second smallest (ave. 1,428 ft2) in the District, with some of the lowest spending habits. This is probably related to the fact that 55% of them only have water access.

The purchase of common goods & services within Muskoka by cottage households occur about two-thirds of the time in the larger urban centres of Gravenhurst, Bracebridge, and Huntsville. The villages of Port Carling, Bala, Honey Harbour, and MacTier receive less than one-third, and the hamlets less than one-tenth. For major purchases, the larger centres get seven of every ten dollars spent, the villages get just over two out of ten dollars. What is perhaps more telling is that shopping for both these categories occurs outside of Muskoka 15-16% of the time.

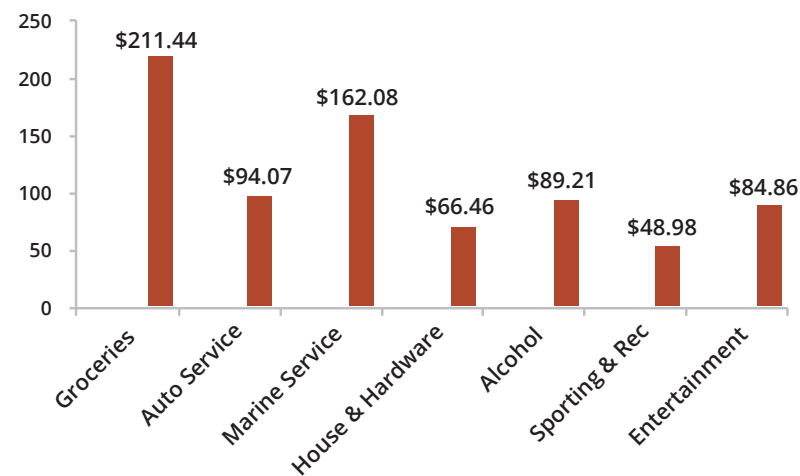


Figure 29: Weekly Cottage Household Expenditures

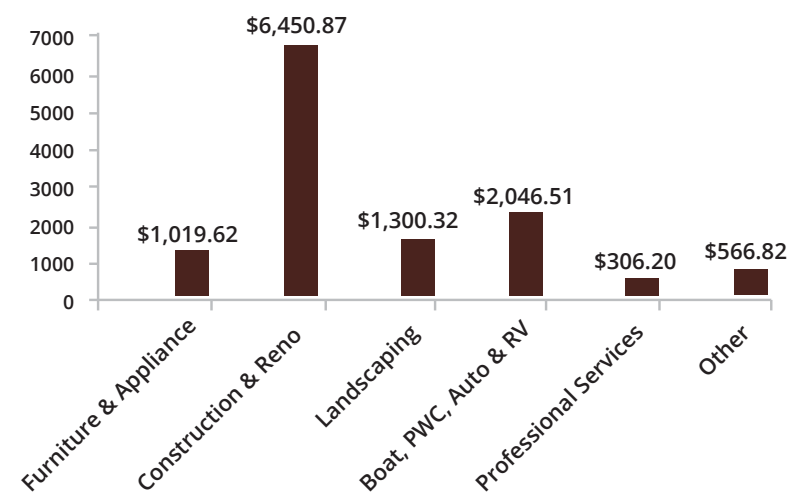


Figure 30: Annual Cottage Household Expenditures

LOCATION	COMMON GOODS & SERVICES \$6,761/YR	MAJOR PURCHASES \$11,690/YR
Town: Gravenhurst, Bracebridge, Huntsville	63%	70%
Village: Port Carling, Bala, Honey Harbour, MacTier	28%	22%
Hamlets	9%	8%
total	100%	100%
Outside Muskoka	15%	16%

Figure 31: Location of Expenditures in Muskoka

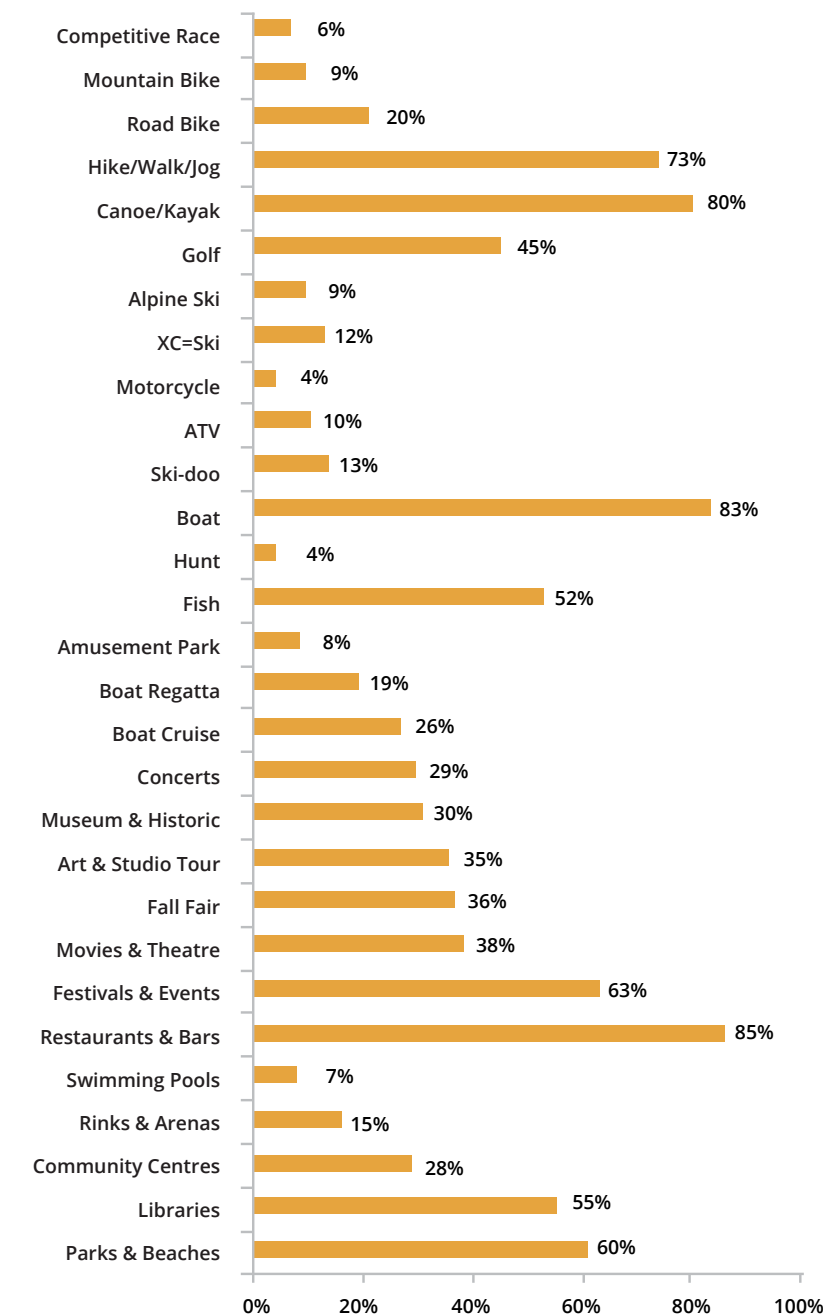


Figure 32: Cottager Activities in Muskoka

COTTAGES	MUSKOKA	GEORGIAN BAY TOWNSHIP	MUSKOKA LAKES
Housing stock	47%	80% - highest	71% - 2nd highest
Population	57%	86% - highest	80% - 2nd highest
Ave ft2	1645	1,428 - 2nd smallest	1,877 - highest
Goods & Services/wk	\$757	\$614 - 2nd lowest	\$865 - highest
Major Purchase/yr	\$11,690	\$6600 - lowest	\$16,112 - highest
Access	57% - all year road	55% - water	58% - all year road

Figure 33: Characteristics of MDP Neighbours

West Parry Sound^{xxv}

The West Parry Sound (WPS) region comprises the 7 municipalities of the Township of the Archipelago, Carling Township, the Municipality of McDougall, the Township of McKellar, the Town of Parry Sound, Seguin Township, and the Municipality of Whitestone. The area is home to approximately 18,000 people, but hosts more than 60,000 seasonal residents. Many people visit here, totalling 1,573,897 person-visits per year.

Using the estimated spending of Muskoka cottagers as a reference, the spending by cottagers in WPS can be calculated to amount to \$309,238,029.90 a year. The spending by visitors in WPS has been estimated at: \$210,135,029.

6.2.2 LOCATION QUOTIENT COMPARISON

Moose Deer Point employment levels in the 20 NAICS categories were compared to other communities along the Highway 11 corridor. These included other First Nations, municipalities, and the Districts.

Moose Deer Point.

In order of prominence, MDP exceeds the provincial average in the Arts, Entertainment & Recreation, Transportation & Warehousing, Administrative Support, Public Administration, Construction, and Educational Services. In Manufacturing, Health Care & Social Assistance, and Retail it employs people at about the same rate as the province generally.

First Nations.

MDP meets or exceeds the provincial average in 9 categories. It has no-one in the other 11 categories. This pattern is similar to the other two First Nations in this region, for which Statistics Canada data was available. Though all the categories were not consistent, there was a comparable concentration in public administration, construction, educational services, health care & social services, and retail. This is likely due to the relatively small populations and land bases, contained within Reserve boundaries.

Municipalities.

MDP was compared to five single-tier municipalities and two lower-tier municipalities. The number of employment categories they had, that met or exceeded the province, was just above MDP at an average of 10 (range: 7-13). Coastal communities tend to have more empty categories, and one was similar to MDP. Inland communities tend to have more occupied categories, but at rates below the provincial average. While MDP had 9 categories which met or exceeded the provincial average, it had none that were below. Parry Sound had more categories below the provincial average (10), than meeting or exceeded it (9).

Districts.

On a regional basis the Districts of Muskoka and Parry Sound meet or exceed the provincial employment average in most categories (respectively: 11 & 14 out of 20). Notable exceptions are: manufacturing, wholesale trade, information & cultural industries, finance and insurance, professional, scientific & technical services, and management of companies & enterprises. In terms of exceeding provincial averages, MDP held its own against the Districts. It slightly edged them out in the number of categories, though not necessarily in the same ones.

Noteworthy Trends.

In the review of this data several interesting trends were noticed. MDP is unique in this region, in that it matches the provincial rate for employment in manufacturing. No-one else does. This can be attributed to MDP's manufacturing capacity (see 3.2 Principles #6). All jurisdictions, including MDP, exceed the provincial rate for construction. It can be presumed that the building and renovation of cottages is a major employer in this tourist region. In MDP's case, the ongoing renovation of community homes and new builds by the construction crew adds to this trend. Something odd is that no-one employs anyone in the management of companies or enterprises category. This would appear to be a data gathering anomaly, and is the kind of evidence MDP needed to justify its own census. Another curious category that tends to exceed the provincial norm is Arts, Entertainment, and Recreation. Of the twelve jurisdictions examined, eight exceeded it and three met it. Only one First Nation had no-one in this category. Again, a reason to self-confirm these published figures.

	GBT	MDP	Arch	Wasauksing	Parry Sound	Carling	Shawanaga
Arts, entertainment and recreation	2.41	7.88	7.36	0.00	0.87	0.85	5.56
Transportation and warehousing	0.81	2.35	1.41	0.00	0.53	0.76	0.00
Administrative and support, waste management and remediation services	1.05	2.29	1.83	0.00	0.96	0.56	0.00
Public administration	1.14	1.86	0.75	4.05	0.87	2.27	3.95
Construction	2.92	1.62	2.60	1.51	1.78	2.37	2.58
Educational services	0.45	1.47	0.00	0.91	0.94	0.71	1.55
Manufacturing	0.52	1.13	0.68	0.70	0.56	0.28	0.00
Health care and social assistance	0.59	1.03	0.41	1.59	1.66	1.33	1.09
Retail trade	1.51	0.99	0.99	0.92	1.58	1.28	1.05
Agriculture, forestry, fishing and hunting	0.00	0.00	3.04	4.71	0.68	0.00	0.00
Mining, quarrying, and oil and gas extraction	1.83	0.00	0.00	0.00	0.72	3.88	0.00
Utilities	0.00	0.00	0.00	9.46	0.46	3.71	0.00
Wholesale trade	0.77	0.00	0.00	0.00	0.26	0.00	0.00
Information and cultural industries	0.34	0.00	0.00	0.00	0.46	1.07	4.64
Finance and insurance	0.16	0.00	0.81	0.00	0.37	0.33	0.00
Real estate and rental and leasing	2.47	0.00	2.15	0.00	0.72	0.87	0.00
Professional, scientific and technical services	0.47	0.00	0.00	0.85	0.29	0.77	0.00
Management of companies and enterprises	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Accommodation and food services	1.68	0.00	0.97	0.00	1.58	0.92	0.00
Other services (except public administration)	0.30	0.00	0.00	1.62	1.13	1.27	2.76

Figure 34: Comparison of Employment Location Quotients – Coastal Communities

	MDP	M. Lakes	Seguin	McDougall	M. District	P.S. District
Arts, entertainment and recreation	7.88	3.09	2.02	1.98	1.77	1.11
Transportation and warehousing	2.35	0.65	0.62	0.96	0.73	0.97
Administrative and support, waste management and remediation services	2.29	1.35	0.83	0.50	1.14	0.85
Public administration	1.86	0.76	1.09	1.17	0.95	1.16
Construction	1.62	3.02	2.43	2.39	2.19	2.00
Educational services	1.47	0.50	0.62	0.97	0.70	0.84
Manufacturing	1.13	0.56	0.66	0.53	0.58	0.72
Health care and social assistance	1.03	0.58	1.16	1.74	1.00	1.30
Retail trade	0.99	1.03	1.18	0.93	1.34	1.24
Agriculture, forestry, fishing and hunting	0.00	1.89	0.00	0.95	0.67	1.21
Mining, quarrying, and oil and gas extraction	0.00	0.63	0.97	1.50	1.22	2.40
Utilities	0.00	0.40	0.62	1.43	1.25	1.60
Wholesale trade	0.00	0.52	0.58	0.18	0.64	0.57
Information and cultural industries	0.00	0.29	0.44	0.41	0.52	0.52
Finance and insurance	0.00	0.51	0.45	0.19	0.38	0.35
Real estate and rental and leasing	0.00	2.88	1.95	0.51	1.31	0.83
Professional, scientific and technical services	0.00	0.70	0.80	0.73	0.65	0.52
Management of companies and enterprises	0.00	0.00	0.00	0.00	0.00	0.00
Accommodation and food services	0.00	1.04	1.05	0.71	1.36	1.00
Other services (except public administration)	0.00	0.89	0.90	1.31	0.93	1.10

Figure 35: Comparison of Employment Location Quotients – Inland & Regional

provincial average = 1.0	greater than provincial average	> 1.25
	same as provincial average	0.75 - 1.25
	less than provincial average	< 0.75

6.2.3 SHIFT SHARE

As seen in Figure #36, MDP added new jobs in the Retail, Transportation & Warehousing, Administrative support & Waste management/remediation, and Education sectors, between 2011 and 2016.

	Effect	Growth 2011 - 2016			Provincial	Industry	Local
		Provincial	Local	Local			
	highest	Employment	Employment	Employment	Provincial	Industry	Local
	medium	Growth	Growth	Growth	Effect	Effect	Effect
	lowest	%	%	#			
Agriculture, forestry, fishing and hunting		0.8%		0	0.0	0.0	0.0
Mining, quarrying, and oil and gas extraction		7.9%		0	0.0	0.0	0.0
Utilities		-10.9%		0	0.0	0.0	0.0
Construction		14.1%	0.0%	0	0.4	1.0	-1.4
Manufacturing		-2.0%	0.0%	0	0.4	-0.6	0.2
Wholesale trade		-11.2%	-100.0%	-10	0.4	-1.6	-8.9
Retail trade		4.3%	+	10	0.0	0.0	0.0
Transportation and warehousing		7.1%	+	10	0.0	0.0	0.0
Information and cultural industries		-1.1%		0	0.0	0.0	0.0
Finance and insurance		4.5%		0	0.0	0.0	0.0
Real estate and rental and leasing		7.7%		0	0.0	0.0	0.0
Professional, scientific and technical services		11.1%		0	0.0	0.0	0.0
Management of companies and enterprises		89.5%		0	0.0	0.0	0.0
Administrative and support, waste management and remediation services		9.4%	+	10	0.0	0.0	0.0
Educational services		5.8%	+	10	0.0	0.0	0.0
Health care and social assistance		9.0%	0.0%	0	0.4	0.5	-0.9
Arts, entertainment and recreation		2.3%	50.0%	5	0.4	-0.2	4.8
Accommodation and food services		14.5%	-100.0%	-10	0.4	1.0	-11.4
Other services (except public administration)		0.2%		0	0.0	0.0	0.0
Public administration		-9.4%	-50.0%	-10	0.9	-2.7	-8.1

Figure 36: Shift-Share

This was newly created employment, where no jobs had existed before, so no shift-share trend was able to be calculated. However, each of these sectors saw growth provincially. The Arts, entertainment & recreation sector saw a 50% increase. The share of this shift was largely local. The Construction, Manufacturing, and Health & Social Service sectors saw no change in employment. This was despite provincial and industry shifts upward in Construction and Health & Social services, and the downward shift in the manufacturing industry. The shift in Wholesale trade, Accommodation & Food services, and Public administration saw losses that were largely local in nature.

In terms of the share of shifting employment, out of the 11 economic sectors that MDP participates in, local effects were the strongest in shifting employment up or down for 6 of them, or just over half (see 3.2 principles #2). Most of those, five out of six, were downward. Industrial effects were the second most prominent effect in 5 sectors, or just under half. The provincial share of employment effects at MDP appear to be the least important, though as noted above, new jobs were created in sectors that also saw provincial increases.

6.2.4 CAPITAL PLANNING STUDY - 2006

The latest CPS for MDP recommends residential layouts for 106 homes, 6 temporary residences, and numerous non-residential uses. Based on this, water treatment and sewage treatment (3 peatland systems in each parcel or 1 centralised sequential batch reactor system for the entire community) were proposed. Road upgrades were not addressed, except for new layouts. Continuing the current solid waste contracts with the District was recommended. Phase-three power was proposed for all three parcels along with some fire department upgrades.

However, the recommendations were premised on a rapid expansion of production at the Niigon facility, a tripling of the workforce, and the return of many off-reserve members. Various age groups would grow by 2-3 times, with an overall population of 524 by 2022. This has not happened.

It may be wise to revisit the assumptions of the CPS. Population projections should be revised, as well as the anticipated housing needs. The housing layouts should also be examined, as they were premised largely on soil depth for servicing purposes, and ignored the local habit of siting homes on high ground, even rock outcrops, and near shorelines. Phase-three power is only available at Niigon. None-the-less, a water treatment plant and water tower have been constructed. Sewage treatment will provide economic development options, though its sizing may be tempered by a more current population forecast.

6.2.5 LAND USE PLAN - 2004

Though signed by Chief & Council, the LUP was never implemented. It was distinguished from the land use designations used in the CPS, in that it had half the number of zones. The two documents shared some overlap in environmental and residential uses. However, the CPS relied on soil depth and lot lines, while the LUP used environmental criteria and existing features as zoning parameters. It would be wise to update the LUP. Though more straightforward than the CPS, a more thorough assessment of housing types and siting options, the placement of community uses and, proposed buildings, and economic development opportunities is needed.

6.2.6 RETAIL FEASIBILITY STUDY - 1999

This report was prepared to estimate whether MDP had enough future population growth to support retail development. It was done in anticipation of the growth that the Niigon facility would bring to the community, or failing that, the potential market catchment area of MDP itself. Funding often limits the pace of housing construction, but job growth at Niigon has not required expansion of the housing budget.

The study used several methods: counting the current population, estimating the annual proportional visitor population based on traffic counts, annual proportional seasonal population based on the usage of MDP marinas and cottages, and the estimated cottage population. The conclusion was that some combination of these figures might make some limited retail feasible. It would be wise to update the study, based on an examination of its assumptions and using current numbers, sources for which are discussed below.

Traffic Volumes.

Recent traffic counts are available and are presented below as an indication of the potential market MDP has compared to what it currently receives. On an annual basis, approximately 11,150 vehicles pass by the entrance to the Twelve Mile Bay turn-off. In the summer that number expands to 12,850. On an annual basis, 430 vehicles use this road; with half or 215 headed in. These are the traffic from on-shore cottages (200 or so along TMB Rd., Harrison Trail, Galla Lake, and the Moon River basin), and the off-shore cottagers, Camp Hurontario, tourists, and visitors. However, only 145 make it all the way to the end, or half of the 290, traffic-count volume at MDP.

The Ministry of Transportation counts traffic on Highway 400 just north of interchange 177 (Muskoka Road 32 & 38), north of interchange 182 at Iroquois Cranberry Growers Drive, north of interchange 189 (Lake Joseph Road to MacTier), and north of interchange 207 (Hwy 141).^{xxvi} The District of Muskoka counts traffic on Twelve Mile Bay Road (Muskoka 12) every three years. The latest data was for 2012, and is measured at 200m west of Hwy 400 and 50m east of the end of Muskoka 12.^{xxvii}

HWY COUNTER	AADT	SADT	SAWDT	WADT
North of IC 177 (<i>Wahta</i>)	12,100	13,800	14,000	7,650
North of IC 182 (<i>Cranberry</i>)	12,000	13,800	14,000	7,600
North of IC 189 (<i>MacTier</i>)	10,300	11,900	12,000	6,550
North of IC 207 (<i>141</i>)	9,950	11,400	11,500	6,250
North of IC 207 (<i>north</i>)	4550	5200	5250	2850
(<i>south</i>)	5400	6200	6250	3400

Figure 37: Hwy 400 Traffic Volumes - 2019

AADT = Annual Average Daily Traffic; defined as the average twenty four hour, two way traffic for the period January 1st to December 31st. SADT = Summer Average Daily Traffic; defined as the average twenty four hour, two way traffic for the period July 1st to August 31st including weekends. SAWDT = Summer Average Weekday Traffic; defined as the average twenty four hour, two way traffic for the period July 1st to August 31st, excluding weekends. WADT = Winter Average Daily Traffic; defined as the average twenty four hour, two way traffic for the period January 1st to March 31st, plus December 1st to December 31st, including weekends.

Traffic volumes on highways and roads under provincial jurisdiction are calculated based on short-term traffic counts of 2-21 days. They are measured on consecutive sections of highway just past intersections with other highways, county/regional roads, or highway interchanges. Due to the size of the Ontario Highway Network, only one third of it is counted each year. The numbers are two-way results, i.e., half one and half the other.^{xxviii}

Cottage Estimates.

There are 4549 cottages in the Township of Georgian Bay. Studies indicate an average of 3.63 people per second household, who stay in the area for an average of 9.05 weeks per year. They host an average of 4.01 guests who visit an average of 9.04 times per year, for an average of 2.51 nights.

The more than four guests, who visit TGB cottages more than nine times, amount to 164,903 person-visits. Since TMB Rd. is one of the three main ways to access this cottage area, it could easily be a third of that, or 54,968 person-visits.

6.2.7 THE “OUTSIDE” SUMMARY

The “look from without” confirmed many of the SWOT themes:

Strengths. The statistics show that the level of post-secondary education at MDP is comparable with those of the region and province within which it lives. The mix is different, with more emphasis on trades, less on university, but more/less the same for college. The immediate environment within which MDP is embedded has not been superseded ecologically. Given its resources and population, MDP has the option of developing in an environmentally sustainable manner. The administrator has confirmed that MDP provides as many services as possible to its members, within the budgetary constraints imposed by its status as a First Nation. There is little external data as to the level of family support in times of need, but the championing of common purposes can be seen in the fact that shifts in employment at MDP appear to be driven more by local decisions, rather than industrial trends or provincial patterns.

Weaknesses (Challenges). The surrounding District exists on the edge of sustainability. The emphasis on cottaging as “the” economic driver pushes the regional ecological footprint into a deficit position. No external sources on “life experiences” are available. The focus tends to be on “work experiences”, and this fact promoted the MDP survey to include a question on this topic. A vast array of hidden talent was revealed. Spending on infrastructure has lagged behind the perceived need for improvements. The identity of MDP on the outside is still uncertain, as recent experiences with external business and governmental interests have shown. MDP has been an afterthought at worst and “window-dressing” at best. The issue of the provision of necessities is informed by the fact that MDP is slightly isolated at the end of a single road, is subject to intermittent power outages, with goods & services only available at some distance away.

Opportunities. MDP exist in a lucrative tourist market. It has many visitors who specifically drive down Twelve Mile Bay Road. Its natural setting is well placed to take advantage of the outdoor interests of these folks, such as hiking, walking, canoeing, kayaking, boating, and fishing. The deep interest in traditional teachings is also something that could be shared with outsiders, as they are interested in festivals and public events.

Threats. Coming to grips with the waste issue is complicated by the fact that garbage disposal and recycling is controlled by external agencies that may not understand the First Nation's jurisdiction. Currently, the issue has been complicated by COVID-19, as more solid waste has been generated by folks remaining at home. Food Security is generally reflected in the relative isolation of the community. However, it is more specifically reflected in the fact that this region has very little farmland and cannot support itself in this way. The community interest in food issues, from production to presentation, is a valid one. Anxiety over high-water levels are occurring all along the Great Lakes. These levels generally vary with rainfall patterns, but in a delayed fashion. What is uncertain is how an overheating atmosphere will change these patterns. The unexpected speed and characteristics of COVID-19 is a classic example of an emergency. None-the-less the co-operation the community has received from outside agencies has been encouraging.

ENDNOTES

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